

PERFORMANCE WORK STATEMENT (PWS) – RFP Revision 1 dated 02282017**United States Army Reserve Command
Audit Readiness and General Fund Enterprise Business System (GFEBS) Sustainment Support**

Part 1

GENERAL INFORMATION

1. **GENERAL:** This is a non-personal services contract to provide Audit Readiness and GFEBS Sustainment functions across the United States Army Reserve Command (USARC) footprint. The Government shall not exercise any supervision or control over the contract service providers performing the services herein. Such contract service providers shall be accountable solely to the Contractor who, in turn is responsible to the Government.

1.1 Description of Services/Introduction: The contractor shall provide all personnel, equipment, supplies, facilities, transportation, tools, materials, supervision, and other items and non-personal services necessary to perform USARC related Audit Readiness and GFEBS Sustainment services as defined in this Performance Work Statement except for those items specified as government furnished property and services. The contractor shall perform to the standards in this contract.

1.2 Background: The U.S. Army Reserve Command (USARC) is a Direct Reporting Unit (DRU) to Headquarters, Department of the Army (HQDA), United States Forces Command (FORSCOM) and supports the entire Reserve Commands across the Continental 50 United States under the Senior Leadership of Lieutenant General Commanding. USARC is charged and conducts warfighter mission singularly or, collectively with Combatant Commands, providing actionable battlefield support in fulfilling US mission.

The Army Reserve has more than 2,000 units in the United States, Guam, the Virgin Islands, Puerto Rico and Germany, each one trained with specialized skills and ready to support Army missions around the world. These units are comprised of 4 Regional Support Commands; 15 Operational and Functional Commands; 4 Mission Support Commands; and 6 Training Commands. USARC culminates its power by drawing on the strength of its troops by drawing on the strength, support and success of all the diverse backgrounds and communities across America represented by the Soldiers in the Army Reserve. USARC's widely dispersed units are critical combatants in keeping the Army strong, mobile, efficient, and complete by providing specialized technological and troop support when and where it's needed most.

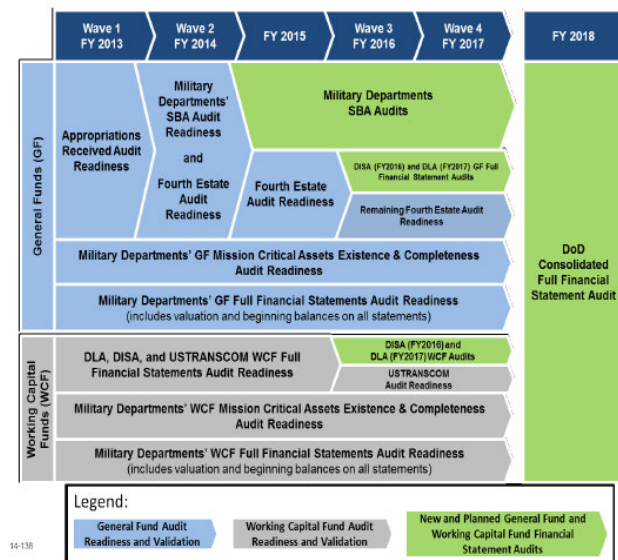
In order to support financial operations of the organizational structure under USARC control, the General Fund Enterprise Business System (GFEBS) is the platform for standardizing financial processes, implementing standard data structures, and providing real-time access to record transactions and data. GFEBS integrates both financial and non-financial data that ultimately impact audit readiness, and is the effective and flexible way to manage USARC resources.

GFEBS transformed the Army's 107 legacy financial management and real property systems into a single source for financial, real property, cost management and performance data and created a core system of record for the Army General Fund. GFEBS manages \$220 billion and serves more than 52,000 users at 227 worldwide locations and eliminates manual data entry and reconciliations, making the processing of this data more efficient and timely.

GFEBS supports one of the Army's most critical goals: achieving auditability. It is the first Army-wide system to meet and sustain Federal Financial Management Improvement Act compliance, helping the Army standardize and streamline its financial business processes, providing continuous access to accurate, reliable and timely financial information. More than an accounting system, GFEBS is the Army's new business system. It enables managers to make more informed decisions with the ability to direct the cost, schedule and performance of programs through one, integrated, highly visible system.

Sound financial management and reform is critical to the Department's success. In 2005, the DoD Comptroller established the FIAR Directorate to manage and integrate Department-wide financial improvement efforts. The Components detail accomplishments and progress against milestones to the FIAR Directorate for reporting in the FIAR Plan. The FIAR Plan describes specific corrective actions to achieve reliable, accurate, and complete financial data for use in key management decisions. It focuses on problems such as weak internal controls, incomplete or inaccurate information, and systems that cannot properly process data and information. By establishing and monitoring critical milestones for resolving these problems, the FIAR Plan gives decision makers better information and more options. This collaboration allows a single, comprehensive and integrated strategy for financial improvement efforts across the Department, and enables Components to learn from each other's approaches, challenges, and successes. In accordance with the National Defense Authorization Act (NDAA) for Fiscal Year 2010, Section 1003, the Financial Improvement and Audit Readiness (FIAR) Directorate developed guidance for reporting entities and service providers working toward the goal of audit readiness.

As shown in Figure 1-1, the FIAR Strategy has been honed over the past few years and is now updated to reflect upcoming audits and examinations leading to fiscal year-end 2017; the FIAR Strategy continues to provide a critical path for the Department. The FIAR Strategy first sought to balance the need for short-term accomplishments (Wave 1) against the long-term goal of achieving an unmodified opinion on the Department's financial statements (Wave 4). Currently however, the FIAR Strategy has evolved to remain consistent with and focus improvement work on the expanded OUSD(C) priorities. The first three waves have been performed concurrently because they focus on the OUSD(C)'s initial priorities, that is, budgetary information and mission critical asset information. At this stage however, DoD Components have begun incorporating the expanded priorities, proprietary information and valuation, into their audit readiness efforts and are focusing on full financial statement audits (Wave 4).



Currently the support provided is broken down in a team structure that aligns with 4 major categories of grouped tasks:

Program Management
System Management
Financial Management
Training Management

These teams transcend one or all of these major categories in the tasks performed ranging from daily to monthly operational requirements. The teams are arranged as follows:

- Project Management Lead will perform as SAP & Audit Readiness Expert (SAPARE).
- Army Reserve Financial Improvement Audit Readiness (ARFIAR)
- Technical Writing Team (TWT)
- Mobile Subject Matter Expert Team (MSET)
- Technical System Expert Team (TSET)
- Defense Travel Forensics Team (DTFT)
- Field Site Support Team (FST)

The team will perform in unison with assigned functions under the contractor's plan to develop cohesive unit that performs as USARC's Audit Response Center (ARC). ARC performs a range of technical research, transactional data analyses, system troubleshooting, reconciliation of financial processes and platforms, training, developing standard operating procedures and guidance aligned to audit readiness, information and decision briefs, and root cause analyses with corrective actions to resolve problem disbursements and reporting errors that generate risk to audit readiness.

The ARC will develop a process and/or solution that provides a web-based solution that alerts end-users on status.

ARC will be the central office to manage the upcoming attestation engagements and establishing a financial battle rhythm to meeting the DA milestones for Audit Readiness. GFEBS development activities are organized into six functional business process areas related to Funds Management.

- Funds Management (Budget Execution and Budget Formulation) – includes General Fund management, budget execution, and budget formulation below HQDA level.
- Property, Plant and Equipment – includes real property management and maintenance, materials management, equipment and asset management, and environmental liabilities.
- Spending Chain – includes initiating purchase requisition, checking funds, recording obligations, managing goods and services receipts, and logistics integration and inventory management.
- Cost Management – includes full costing, and payroll and travel interfaces.
- Financials – includes United States Standard General Ledger accounting (USSGL), workflow journal voucher approval process, financial statements, and month end and year-end closing processes. Also includes sub-processes of reimbursable management and accounting.
- Reimbursables – includes reimbursable order processing and debt management.

ARC is responsible for the overall supervision of financial audit matters which encompass the administration and oversight of all attestation engagement and audits of financial statements, a single financial statement, and/or specific elements, accounts, or items of a financial statement.

ARFIAR Team: ARFIAR is responsible for the day-to-day management of financial systems and process relative to maintaining and complying to audit standards. The team ensures the most up-to-date information on audit readiness guidelines and regulations are appended to Army Reserve's daily Standard Operating Procedures and Processes and provides proper notification and training to end users on changes and updates to FIAR Plan, Audit Readiness Handbook, and related Laws, regulations, and directives that cite change(s). ARFIAR dialogues with the proper offices to develop process road maps, utilities, and tools to facilitate change throughout USARC. This team manages all provided by client (PBC) samples and coordinates with the proper Subject Matter Experts to check and validate source documents for compliance and completion in accordance to submission timelines and mandated guidelines. ARFIAR acts and performs as the experts over Audit Readiness matters and advises leadership on matters of importance and significantly generates risk in complying to auditable standards. They resolve conflicts in regulatory guidance, processes, and system designs on documented information papers for leadership to address or brief to the proper audience for to affect change(s). This team operates as USARC's main reporting hub over audit readiness matters.

ARFIAR also assists help desk personnel in resolving aged and current trouble tickets. They perform as Subject Matter Experts over the processes and provide analysis and/or justification of problem tickets upon request and provides expert consultation or advice to resolve USARC Help Desk tickets. The team aids Fund Centers (FCs) in developing GRC requests and changes to current GRC workflows and access roles within the FCs.

Technical Writing Team (TWT) – TWT prepares strategic communications for the United States Army Reserve Command concerning audit readiness correspondences. The team has experience in publishing official correspondences at a Headquarters level and displays strong grammatical and editing skills with extensive graphics and design skill sets. TWT navigates and develops financial worksheets and briefing charts using EXCEL and ACCESS or similar tools. They use many different publishing tools, systems, and databases and have in-depth knowledge and skills in developing graphics or publishing graphics to develop newsletters, bulletins, training books and aids, and official memorandums.

Mobile Subject Matter Expert Team (MSET) – MSET serves as the Subject Matter Expert and consultant to USARC, AR Commanders, and OFT&S Commands in meeting audit readiness challenges and compliance. shall be required to travel upon requirement by USARC HQ. The team will be assigned to HQ USARC Army Response Center. The team consists of SAP and Audit Readiness Experts that are system savvy and have many years of audit readiness experience in accounting, auditing, budgeting, financial management and financial operations within the Department of Defense. They have experience in system troubleshooting and problem resolution for complex and comprehensive financial operations consisting of a range of official systems and interfaces (feeder systems). MSET has extensive knowledge in internal controls and mitigating risks.

Technical System Expert Team (TSET) – TSET has experience in GFEBS, RLAS, and military pay systems and knowledge of reserve pay appropriation, reserve military statuses, DJMS and the interrelationships between systems and processes. TSET performs as the technical experts in Reserve Personnel transactions, audit readiness, NFRs, and CAPS. TSET is responsible for training of personnel on all RPA systems and provides consulting and problem resolution for reoccurring problem disbursements, inefficient processes, unidentified errors, and systemic issues and help desk tickets. TSET is responsible for elevating recurring help desk tickets to GFEBS PM Office for resolution. Experts shall have extensive knowledge and experience in developing queries in ECC and BI to establish various Status of Funds reports, unmatched disbursements reports and ad hoc reports for end user accessibility. TSET will provide training on all associated systems ranging from basic to advance levels to ensure end users are fully trained and understand the daily requirements to perform daily audit readiness requirements.

Defense Travel Forensics Team (DTFT) – The Defense Travel Forensic Team (DTFT) shall be responsible for full forensic audits on travel using IBA or CBA. The team will examine and evaluate travel transactions and maintain sensitive and confidential source data as evidentiary for use in referring the case files to other agencies or offices or leadership decision making. DTFT will conduct forensic audits on IBAs and CBA to capture inappropriate use, fraud, waste, abuse, or embezzlements by false claims. In addition, an audit may be conducted to determine negligence or intent to defraud.

Field Site Support Team (FST) - Field Site Support Teams consist of team member(s) that address audit readiness requirements for that specific site or Fund Center. Requirements may be unique to a specific site or may be replicated in multiple sites. The Field Site Support teams are responsible to the commands for the tasks outlined below and adherence to the guidance produced in the FIP, FIAR, and Statement of Budgetary (SBR) Handbook and Commanders Audit Readiness Checklist.

1.3 Objectives: Initially, the OUSD(C) designated two priorities, budgetary information and mission critical asset information, to kick-start audit readiness efforts. However, while some progress has been made over the past five years, the Department is lagging in its efforts to achieve auditability of its full financial statements as of fiscal year-end 2017. Accordingly, in April 2015 the OUSD(C) expanded its priorities in support of its audit readiness goals for both General Funds (GF) and Working Capital Funds (WCF) as follows:

- Budgetary information
- Proprietary accounting data and information
- Mission critical asset information
- Valuation

This contract shall support the following objectives to nest with the Financial Improvement Audit Readiness (FIAR) Directive:

1. Ensure Audit Readiness as defined by the FIAR Strategy Guidance updated annually
2. Sustainment of the GFEBS system and GFEBS daily operations
3. Train and Sustain – including Program Management, Strategic Planning, and Administrative Support services.
4. Financial System Support --including ERP related Services and System Support.

1.4 Scope: The purpose of this acquisition is to provide contractor support to the United States Army Reserve Command (USARC) in support of Army Reserve Financial Improvement Audit Readiness (ARFIAR) and GFEBS sustainment requirements. Contractor support shall include, but is not limited to; multiple business system application processes, analysis, research and mapping; electronic systems web-tool development, installation, maintenance, and repair; financial auditing, research and reconciliation; summaries of official systems and interfaces; and other mission related services in support of the FIAR strategy related to the Army Reserve mission.

Currently there are twenty-seven (27) distributed locations to support the financial integration of GFEBS into Reserve operations. These sites are distributed throughout CONUS, OCONUS, and US territory locations. These sites are currently supported through the Army Reserve Force Structure within the following units, however may change due to operational needs: 76th ORC, 807th MDSC, 63rd RSC, 79th SSC, 75th MCTD, 377th TSC, 412th TEC, AR MEDCOM, 143rd ESC, 81st RSC, 1st MSC, 335th SC(T), 3rd MDSC, USACAPOC, 108th Tng Cmd, OCAR/MIRC, 80th Tng Cmd, 200th MP Cmd, USAR Legal Cmd, 99th RSC, 11th TAC-ARRTC, ARCD, 84th Tng Cmd, DFAS, 416 TEC, 85th SUP Cmd, and 88th RSC.

APPLICABLE STANDARDS AND DOCUMENTS and IT ENVIRONMENT:

- APPLICABLE STANDARDS AND DOCUMENTS to be provided to the contractor by request by the COR.
- Business Systems Software Applications: ORACLE; SAP; LOGSA; ACCESS; EXCEL; SALE/GCSS-Army; COGNOS; SAP Productivity Pak (UPK), GFEBS-PM, ERP.

1.5 Period of Performance:

The period of performance shall be for one (1) Base Year of 12 months and four (4) 12-month option years. The Period of Performance reads as follows:

Base Year:	27 April 2017 - 26 April 2018
Option Year I:	27 April 2018 - 26 April 2019
Option Year II:	27 April 2019 - 26 April 2020
Option Year III:	27 April 2020 - 26 April 2021
Option Year IV:	27 April 2021 - 26 April 2022

1.6 General Information

1.6.1 Quality Control: The contractor shall develop and maintain an effective quality control program to ensure services are performed in accordance with this PWS. The contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services. The contractor's quality control program is the means by which he assures himself that his work complies with the requirement of

the contract. In compliance with standards as specified in this document, the contractor shall provide and maintain a Quality Control Plan (QCP) that contains, as a minimum, the items listed below to the Contracting Officer (CO) for acceptance not later than seven days after the start of this task order and whenever a significant change is necessitated in the QCP. The CO will notify the Contractor of acceptability of the plan within seven days of receipt. The contractor shall make appropriate modifications and submit the revised QCP to the CO within seven days of notification of required changes. After acceptance of the quality control plan the contractor shall receive the contracting officer's acceptance in writing of any proposed change to his QC system. The plan shall include the following requirements, as a minimum:

- (1) A description of the inspection system to cover all services listed in the Performance Work Statement and Performance/Deliverables Matrix. Description shall include specifics as to the areas to be inspected on both a scheduled and unscheduled basis, frequency of inspections, and the title and organizational placement of the inspectors. Additionally, control procedures for any Government-provided keys or lock combination shall be included.
- (2) A description of the methods to be used for identifying and preventing defects in the quality of service performed.
- (3) A description of the records to be kept to document inspections and corrective or preventive actions taken.
- (4) All records of inspections performed shall be retained and made available to the Government upon request.

1.6.2 Quality Assurance: The government shall evaluate the contractor's performance under this contract in accordance with the Quality Assurance Surveillance Plan. This plan is primarily focused on what the Government must do to ensure that the contractor has performed in accordance with the performance standards. It defines how the performance standards will be applied, the frequency of surveillance, and the minimum acceptable defect rate(s)

1.6.3 Acceptance: The acceptance of deliverables and satisfactory work performance required herein shall be based on the standards as specified in this task order. Only the COR, Client Representative, or an authorized alternate has the authority to inspect, accept, or reject work performed under this task order. Unless specified otherwise, the Government will provide acceptance, conditional acceptance, or rejection within seven calendar days. If the deliverable is conditionally accepted or rejected, the Contractor shall have seven days to re-submit unless a different date is mutually established. If the Government chooses to accept sub-standard work, personnel qualifications, or other contractor shortfalls due to special circumstances, such acceptance does not obligate the government to accept similar sub-standard performance in the future. In such cases the Government will inform the contractor that standards are not being met per the Quality Assurance process, and the contractor will correct the situation in a reasonable time.

1.6.4 Recognized Holidays:

New Year's Day	Labor Day
Martin Luther King Jr.'s Birthday	Columbus Day
President's Day	Veteran's Day
Memorial Day	Thanksgiving Day
Independence Day	Christmas Day

1.6.5 Hours of Operation: The contractor is responsible for conducting business, between the hours of 0730-1700, 8 hours a day, Monday thru Friday except Federal holidays or when the Government facility is closed due to local or national emergencies, administrative closings, or similar Government directed facility closings. No overtime hours are anticipated. If overtime hours are authorized on this task order, the

Contractor shall obtain written authorization from the COR and the Contracting Officer prior to the overtime being worked. The Contractor must at all times maintain an adequate workforce for the uninterrupted performance of all tasks defined within this PWS when the Government facility is not closed for the above reasons. When hiring personnel, the Contractor shall keep in mind that the stability and continuity of the workforce are essential.

1.6.6 Place of Performance: The work to be performed under this contract shall be performed at US Army Reserve Command at Fort Bragg, NC and approximately 27 field Funding Centers located throughout CONUS and OCONUS (Puerto Rico). As a matter of routine, the government will generally not authorize long term telework work schedules

1.6.7 Type of Contract: Firm Fixed Price with travel reimbursed at cost.

1.6.8 Security Requirements: Contractor personnel performing work under this contract must have a SECRET security clearance or higher and must maintain the level of security required for the life of the contract. The security requirements are in accordance with the attached DD254. While adjudicated SECRET clearances are preferred, interim clearances are acceptable to begin performance. Interim or adjudicated clearances are required for Key Personnel at the time of proposal submission and for other employees prior to being brought on board during the Phase-In period in order to perform services under the contract.

All contractor employees working on this task order must be U. S. citizens. The Contractor is required to provide employee background information to comply with task order clearance requirements including building access badges. If the Contractor is notified by any Government official having security cognizance over the task order that an employee's security clearance has been revoked or suspended, the Contractor shall immediately notify the Government and take appropriate measures to ensure that task order performance is not affected.

1.6.8.1 Physical Security: The contractor shall be responsible for safeguarding all government equipment, information and property provided for contractor use. At the close of each work period, government facilities, equipment, and materials shall be secured.

1.6.8.2 Key Control. The Contractor shall establish and implement methods of making sure all keys/key cards issued to the Contractor by the Government are not lost or misplaced and are not used by unauthorized persons. NOTE: All references to keys include key cards. No keys issued to the Contractor by the Government shall be duplicated. The Contractor shall develop procedures covering key control that shall be included in the Quality Control Plan. Such procedures shall include turn-in of any issued keys by personnel who no longer require access to locked areas. The Contractor shall immediately report any occurrences of lost or duplicate keys/key cards to the Contracting Officer.

1.6.8.2.1 In the event keys, other than master keys, are lost or duplicated, the Contractor shall, upon direction of the Contracting Officer, re-key or replace the affected lock or locks; however, the Government, at its option, may replace the affected lock or locks or perform re-keying. When the replacement of locks or re-keying is performed by the Government, the total cost of re-keying or the replacement of the lock or locks shall be deducted from the monthly payment due the Contractor. In the event a master key is lost or duplicated, all locks and keys for that system shall be replaced by the Government and the total cost deducted from the monthly payment due the Contractor.

1.6.8.2.2 The Contractor shall prohibit the use of Government issued keys/key cards by any persons other than the Contractor's employees. The Contractor shall prohibit the opening of locked areas by Contractor employees to permit entrance of persons other than Contractor employees engaged in the performance of assigned work in those areas, or personnel authorized entrance by the Contracting Officer.

1.6.8.3 Lock Combinations *(If applicable)*. The Contractor shall establish and implement methods of ensuring that all lock combinations are not revealed to unauthorized persons. The Contractor shall ensure that lock combinations are changed when personnel having access to the combinations no longer have a

need to know such combinations. These procedures shall be included in the Contractor's Quality Control Plan.

1.6.8.4 Miscellaneous Other Security Requirements

1.6.8.4.1 AT Level I training. This standard language is for contractor employees with an area of performance within an Army controlled installation, facility or area. All contractor employees, to include subcontractor employees, requiring access Army installations, facilities and controlled access areas shall complete AT Level I awareness training within 30 calendar days after contract start date or effective date of incorporation of this requirement into the contract, whichever is applicable and annually thereafter. The contractor shall submit certificates of completion for each affected contractor employee and subcontractor employee, to the COR or to the contracting officer, if a COR is not assigned, within five (5) calendar days after completion of training by all employees and subcontractor personnel. AT Level I awareness training is available at the following website: <http://jko.jten.mil>

1.6.8.4.2 Access and general protection/security policy and procedures. This standard language is for contractor employees with an area of performance within Army controlled installation, facility, or area. Contractor and all associated sub-contractors employees shall provide all information required for background checks to meet installation access requirements to be accomplished by installation Provost Marshal Office, Director of Emergency Services or Security Office. Contractor workforce must comply with all personal identity verification requirements (FAR clause 52.204-9, Personal Identity Verification of Contractor Personnel) as directed by DOD, HQDA and/or local policy. In addition to the changes otherwise authorized by the changes clause of this contract, should the Force Protection Condition (FPCON) at any individual facility or installation change, the Government may require changes in contractor security matters or processes.

1.6.8.4.3 Contractors requiring Common Access Card (CAC). Before CAC issuance, the contractor employee requires, at a minimum, a favorably adjudicated National Agency Check with Inquiries (NACI) or an equivalent or higher investigation in accordance with Army Directive 2014-05. The contractor employee will be issued a CAC only if duties involve one of the following: (1) Both physical access to a DoD facility and access, via logon, to DoD networks on-site or remotely; (2) Remote access, via logon, to a DoD network using DoD-approved remote access procedures; or (3) Physical access to multiple DoD facilities or multiple non-DoD federally controlled facilities on behalf of the DoD on a recurring basis for a period of 6 months or more. At the discretion of the sponsoring activity, an initial CAC may be issued based on a favorable review of the FBI fingerprint check and a successfully scheduled NACI at the Office of Personnel Management.

1.6.8.4.4 Contractors that do not require CAC, but require access to a DoD facility or installation. Contractor and all associated sub-contractors employees shall comply with adjudication standards and procedures using the National Crime Information Center Interstate Identification Index (NCIC-III) and Terrorist Screening Database (TSDB) (Army Directive 2014-05/AR 190-13), applicable installation, facility and area commander installation/facility access and local security policies and procedures (provided by government representative), or, at OCONUS locations, in accordance with status of forces agreements and other theater regulations.

1.6.8.4.5 AT Awareness Training for Contractor Personnel Traveling Overseas. This standard language required US based contractor employees and associated sub- contractor employees to make available and to receive government provided area of responsibility (AOR) specific AT awareness training as directed by AR 525-13. Specific AOR training content is directed by the combatant commander with the unit ATO being the local point of contact.

1.6.8.4.6 iWATCH Training. This standard language is for contractor employees with an area of performance within an Army controlled installation, facility or area. The contractor and all associated sub-contractors shall brief all employees on the local iWATCH program (training standards provided by the requiring activity ATO). This locally developed training will be used to inform employees of the types of behavior to watch for and instruct employees to report suspicious activity to the COR. This training shall

be completed within 30 calendar days of contract award and within five (5) calendar days of new employees commencing performance with the results reported to the COR NLT 30 calendar days after contract award.

1.6.8.4.7 Army Training Certification Tracking System (ATCTS) registration for contractor employees who require access to government information systems. All contractor employees with access to a government information systems must be registered in the ATCTS (Army Training Certification Tracking System) at commencement of services, and must successfully complete the DOD Information Assurance Awareness prior to access to the IS and then annually thereafter.

1.6.8.4.8 Formal OPSEC program. The contractor shall develop an OPSEC Standing Operating Procedure (SOP)/Plan within 90 calendar days of contract award, to be reviewed and approved by the responsible Government OPSEC officer. This plan will include a process to identify critical information, where it is located, who is responsible for it, how to protect it and why it needs to be protected. The contractor shall implement OPSEC measures as ordered by the commander. In addition, the contractor shall have an identified certified Level II OPSEC coordinator per AR 530-1.

1.6.8.4.9 OPSEC Training. Per AR 530-1 Operations Security, the contractor employees must complete Level I OPSEC Awareness training. New employees must be trained within 30 calendar days of their reporting for duty and annually thereafter. OPSEC Awareness for Military Members, DoD Employees and Contractors is available at the following website: <http://cdsetrain.dtic.mil/opsec/index.htm>

1.6.8.4.10 Cyber Awareness (Information assurance (IA)/information technology (IT)) training. All contractor employees and associated sub-contractor employees must complete the DoD Cyber awareness training before issuance of network access and annually thereafter. All contractor employees working IA/IT functions must comply with DoD and Army training requirements in DoDD 8570.01, DoD 8570.01-M and AR 25-2 within six months of appointment to IA/IT functions. DoD Cyber Awareness Challenge Training is available at the following website: <https://ia.signal.army.mil/DoDIAA/>

1.6.8.4.11 Handling or access to classified information. Contractor shall comply with FAR 52.204-2, Security Requirements. This involves access to information classified “Confidential,” “Secret,” or “Top Secret” and requires contractors to comply with— (1) The Security Agreement (DD Form 441), including the National Industrial Security Program Operating Manual (DoD 5220.22-M); (2) any revisions to DOD 5220.22-M, notice of which has been furnished to the contractor.

1.6.8.4.12 Threat Awareness Reporting Program. For all contractors with security clearances, per AR 381-12 Threat Awareness and Reporting Program (TARP), contractor employees must receive annual TARP training by a CI agent or other trainer as specified in 2-4b of AR 381-12.

1.6.9 Special Qualifications:

1.6.9.1 Project Management Lead (designated as Key Personnel) will perform as SAP & Audit Readiness Expert (SAPARE):

- Minimum qualifications – MBA and a Project Management Profession (PMP) Certification.
- Minimum experience – 15 years of DOD operational experience, 10 years of experience managing large projects, which can be defined as \$3+ million dollars and 30+ personnel, 3 plus years of experience with applicable DoD regulation and audit requirements, 3 plus years of Financial Improvement Audit Readiness experience or similar activities on a non FIAR effort, 3 plus years of DOD Financial Management experience at Headquarter or service level.
- Functional Responsibility – Responsible for ensuring that technical and/or financial solutions and schedules are implemented in a timely manner by executing project plans and monitoring performance.

1.6.9.2 Technical Writing Team (TWT)

- Minimum qualifications – MBA in relevant business or technical field, Certified Knowledge Manager (CKM) Certification
- Minimum experience – 3 plus years' experience in process efficiency and knowledge management consulting, experience in developing automated solutions using SharePoint 2010/2013 to include workflow deployment, experience in site collection administration utilizing SharePoint environments.
- Functional Responsibility – Responsible for overseeing all knowledge management and business process mapping initiatives associated with the Financial Improvement Audit Readiness mission. Architects automated SharePoint solutions to address business process inefficiencies.

1.6.9.3 Mobile Subject Matter Expert Team (MSET)

- Minimum qualifications – Bachelor's degree, operations analysis or a field related to the specific functional area, with 10 years of experience in related positions. Appropriate college coursework, technical training, or certifications may substitute at an equivalent rate for the required experience. Ability to quickly understand and execute Army financial business processes as well as the ability to quickly attain proficiency for assigned roles in the General Fund Enterprise Business System (GFEBS) ERP.
- Minimum experience – 10 plus years' experience in government Financial Management, 5 plus years in GFEBS and any related ERP system business process.
- Functional Responsibility – Contractor will serve as knowledgeable working-level analysts of Army GFEBS financial and resource management functions. Develop Audit compliance procedures using GFEBS. Provide functional assistance to GFEBS, assist with relating legacy system processes to the GFEBS ERP and equivalent systems and analyzes Resource Management issues and prepares briefings for high level meetings with Senior Army Leaders and Army Commands.

1.6.9.4 Army Reserve Financial Improvement Audit Readiness (ARFIAR)

- Minimum qualifications – Bachelor's degree (Journeyman) MA/MS (Senior) operations analysis or a field related to the specific functional area, with 10 years (Senior) 3-10 years (journeyman) of experience in related positions. Appropriate college coursework, technical training, or certifications may substitute at an equivalent rate for the required experience. Ability to quickly understand and execute Army financial business processes as well as the ability to quickly attain proficiency for assigned roles in the General Fund Enterprise Business System (GFEBS) ERP.
- Minimum experience – 10 plus years' (Senior) 3-10 Years (Journeyman) experience in government Financial Management, 5 (Senior) 3 (Journeyman) plus years in GFEBS or any related ERP system business process.
- Functional Responsibility – Contractor will serve as knowledgeable working-level analysts of Army GFEBS financial and resource management functions. Develop Audit compliance procedures using GFEBS. Provide functional assistance to GFEBS, assist with relating legacy system processes to the GFEBS ERP and equivalent systems and analyzes Resource Management issues and prepares briefings for high level meetings with Senior Army Leaders and Army Commands.

1.6.9.5 Technical System Expert Team (TSET)

- Minimum qualifications – Bachelor's degree (Journeyman) MA/MS (Senior and SME) operations analysis or a field related to the specific functional area, with 10 years (Senior and SME) 3-10 years (Journeyman) of experience in related positions. Appropriate college coursework, technical training, or certifications may substitute at an equivalent rate for the required experience. Ability to quickly understand and execute Army financial business processes as well as the ability to quickly attain proficiency for assigned roles in the General Fund Enterprise Business System (GFEBS) ERP.

- Minimum experience – 10 plus years' (Senior and SME) 3-10 Years (Journeyman) experience in government Financial Management, 5 (Senior and SME) 3 (Journeyman) plus years in GFEBS and any related ERP system business process and Legacy Systems.

- Functional Responsibility – Contractor will serve as knowledgeable working-level analysts of Army GFEBS financial and resource management functions. Develop Audit compliance procedures using GFEBS. Provide functional assistance to GFEBS, assist with relating legacy system processes to the GFEBS ERP and equivalent systems and analyzes Resource Management issues and prepares briefings for high level meetings with Senior Army Leaders and Army Commands.

1.6.9.6 Defense Travel Forensics Team (DTFT)

- Minimum qualifications – Bachelor's degree, operations analysis or a field related to the specific functional area, with 3 plus years of experience in related positions. Appropriate college coursework, technical training, or certifications may substitute at an equivalent rate for the required experience. Ability to quickly understand and execute Army financial business processes as well as the ability to quickly attain proficiency for assigned roles in the General Fund Enterprise Business System (GFEBS) ERP, Defense Travel System (DTS), Individually Billed Accounts (IBA) and Centrally Billed Accounts (CBA), and in-depth knowledge of the Joint Federal Travel Regulation (JFTR).

- Minimum experience – 3 plus years' experience in government Financial Management, 3 plus years in GFEBS, DTS, and any related ERP system business process.

- Functional Responsibility – Contractor will serve as knowledgeable working-level analysts of Army DTS financial and resource management functions. Develop Audit compliance procedures using DTS. Provide functional assistance to DTS, assist with relating travel issues.

1.6.9.7 Field Site Support (4 Regional Leads designated as Key Personnel)

- Minimum qualifications – Bachelor's degree (Journeyman) MA/MS (Senior) operations analysis or a field related to the specific functional area, with 10 years (Senior) 3-10 years (Journeyman) of experience in related positions. Appropriate college coursework, technical training, or certifications may substitute at an equivalent rate for the required experience. Ability to quickly understand and execute Army financial business processes as well as the ability to quickly attain proficiency for assigned roles in the General Fund Enterprise Business System (GFEBS) ERP, DTS, Legacy systems, and Microsoft Office experience.

- Minimum experience – 10 plus years' (Senior) 3-10 Years (Journeyman) experience in government Financial Management, 5 (Senior and SME) 3 (Journeyman) plus years in GFEBS and any related ERP system business process and Legacy Systems.

- Functional Responsibility – Contractor will serve as knowledgeable working-level analysts of Army GFEBS financial and resource management functions. Develop Audit compliance procedures using GFEBS. Provide functional assistance to GFEBS, assist with relating legacy system processes to the GFEBS ERP and equivalent systems and analyzes Resource Management issues and prepares briefings for high level meetings with Senior Army Leaders and Army Commands. Field Site support will serve in many capacities as the Resource Management Officer's primary consultant as it pertains to Army Financial Management.

1.6.10 Post Award Conference/Periodic Progress Meetings: The Contractor agrees to attend any post award conference convened by the contracting activity or contract administration office in accordance with Federal Acquisition Regulation Subpart 42.5. The contracting officer, Contracting Officers Representative (COR), and other Government personnel, as appropriate, may meet periodically with the contractor to review the contractor's performance. At these meetings the contracting officer will apprise the contractor of how the government views the contractor's performance and the contractor will apprise the Government

of problems, if any, being experienced. Appropriate action shall be taken to resolve outstanding issues. These meetings shall be at no additional cost to the government.

1.6.11 Contracting Officer Representative (COR): The (COR) will be identified by separate appointment letter. The COR monitors all technical aspects of the contract and assists in contract administration. The COR is authorized to perform the following functions: assure that the contractor performs the technical requirements of the contract: perform inspections necessary in connection with contract performance: maintain written and oral communications with the contractor concerning technical aspects of the contract: issue written interpretations of technical requirements, including Government drawings, designs, specifications: monitor contractor's performance and notifies both the Contracting Officer and contractor of any deficiencies; coordinate availability of government furnished property, and provide site entry of contractor personnel. A letter of designation issued to the COR, a copy of which is sent to the Contractor, states the responsibilities and limitations of the COR, especially with regard to changes in cost or price, estimates or changes in delivery dates. The COR is not authorized to change any of the terms and conditions of the resulting order.

1.6.12 Key Personnel: The following personnel are considered key personnel by the government: Project Manager and the four Senior Field Site Team Leads as identified in Technical Exhibit 3. The contractor shall provide a Project Manager who shall be responsible for the performance of the work. The name of this person and an alternate who shall act for the contractor when the manager is absent shall be designated in writing to the contracting officer. The contract manager or alternate shall have full authority to act for the contractor on all contract matters relating to daily operation of this contract. The contract manager or alternate shall be available between 8:00 a.m. to 5:00p.m, Monday thru Friday except Federal holidays or when the government facility is closed for administrative reasons.

1.6.12.1 Key Personnel are essential for successful accomplishment of the work to be performed under this contract. These "Key Personnel" were identified by name within the contractor's proposal and their resumes were submitted for evaluation during the source selection process. The contractor agrees that such personnel shall not be removed or replaced within the performance of this contract unless the following measures are taken:

(1) If one or more of the key personnel, for any reason, becomes or is expected to become unavailable for work under this contract for a continuous period exceeding 30 work days, or is expected to devote substantially less effort to the work than indicated in the proposal or initially anticipated, the contractor shall, subject to the concurrence of the Contracting Officer (CO) or designated Contracting Officer Representative (COR), promptly replace personnel with personnel who possess equal, or better, qualifications as the original employee

(2) All requests for approval of substitutions hereunder must be in writing and provide a detailed explanation of the circumstances necessitating the proposed substitutions. The request must contain a resume for the proposed substitute, and any other information requested by the CO or designated COR. The CO or designated COR must concur in writing with the change.

(b) If the KO or designated COR determines that suitable and timely replacement of Key Personnel who have been reassigned, terminated or have otherwise become unavailable for the contract work is not reasonably forthcoming or that the resultant reduction of productive effort would be so substantial as to impair successful completion of the contract, the KO may terminate the contract under applicable clauses or make an equitable adjustment to the contract to compensate the Government for any resultant delay, loss or damage.

1.6.13 Identification of Contractor Employees: All contract personnel attending meetings, answering Government telephones, and working in other situations where their contractor status is not obvious to third parties are required to identify themselves as such to avoid creating an impression in the minds of members of the public that they are Government officials. They must also ensure that all documents or reports produced by contractors are suitably marked as contractor products or that contractor participation is appropriately disclosed. All contractor employees working on this task order must be U. S. citizens. The

Contractor is required to provide employee background information to comply with task order clearance requirements including building access badges. If the Contractor is notified by any Government official having security cognizance over the task order that an employee's security clearance has been revoked or suspended, the Contractor shall immediately notify the Government and take appropriate measures to ensure that task order performance is not affected.

1.6.14 Contractor Travel: The Contractor shall ensure that the requested travel does not exceed the authorized travel budget. Contractor will be authorized travel expenses consistent with the substantive provisions of the Joint Travel Regulation (JTR) and the limitation of funds specified in this contract. All travel requires Government approval/authorization and notification to the COR. Travel requests must contain detailed travel information, total travel amount, and the total of the task order travel balance. Contractor will be required to travel CONUS during the performance of this contract to attend meetings, conferences, and training. The contractor may be required to travel to off-site training locations in support of this PWS. The locations and the duration of travel cannot be established at this time.

1.6.15 Other Direct Costs : N/A

1.6.16 Data Rights: The Government has unlimited rights to all documents/material produced under this contract. All documents and materials, to include the source codes of any software, produced under this contract shall be Government owned and are the property of the Government with all rights and privileges of ownership/copyright belonging exclusively to the Government. These documents and materials may not be used or sold by the contractor without written permission from the Contracting Officer. All materials supplied to the Government shall be the sole property of the Government and may not be used for any other purpose. This right does not abrogate any other Government rights.

1.6.17 Organizational Conflict of Interest:

Organizational Conflict of Interest" means that because of other activities or relationships with other persons, a person is unable or potentially unable to render impartial assistance or advice to the Government, or the person's objectivity in performing the contract work is or might be otherwise impaired, or a person has an unfair competitive advantage. "Person" as used herein includes Corporations, Partnerships, Joint Ventures, and other business enterprises. All actual or potential OCI situations shall be handled in accordance with FAR Subpart 9.5. Offeror as used in this solicitation section addressing OCI shall include all vendors that the company submitting this proposal has entered into a contractor teaming agreement or prime subcontractor relationship with in connection with its proposal submission for this acquisition.

If the Offeror is currently providing support or anticipates providing support to the Government that presents an actual or potential OCI with the requirements for this acquisition, the Offeror warrants that to the best of its knowledge and belief, and except as otherwise set forth in the contract, the Contractor does not have any organizational conflict of interest(s) as defined above.

The Contractor shall notify the Contracting Officer immediately whenever it becomes aware that such access or participation may result in any actual or potential OCI and shall promptly submit a plan to the Contracting Officer to avoid or mitigate any such OCI. The Contractor's mitigation plan will be determined to be acceptable solely at the discretion of the Contracting Officer and in the event the Contracting Officer unilaterally determines that any such OCI cannot be satisfactorily avoided or mitigated, the Contracting Officer may effect other remedies as he or she deems necessary, including prohibiting the Contractor from participation in subsequent contracted requirements which may be affected by the OCI.

(a) It is recognized that the effort to be performed by the contractor under this contract may create a potential organizational conflict of interest on the instant contract or on a future acquisition. In order to avoid this potential conflict of interest, and at the same time to avoid prejudicing the best interest of the Government, the right of the Contractor to participate in future procurement of equipment and/or services that are the subject of any work under this contract shall be limited as described below in accordance with the requirements of FAR 9.5.

(b) The Contractor agrees that it shall not release, disclose, or use in any way that would permit or result in disclosure to any party outside the Government any proprietary information provided to the Contractor by the Government during or as a result of performance of this contract. Such information includes, but is not limited to, information submitted to the Government on a confidential basis by other persons. Further, the prohibition against release of Government provided information extends to cover such information whether or not in its original form, e.g. where the information has been included in Contractor generated work or where it is discernible from materials incorporating or based upon such information. This prohibition shall not expire after a given period of time.

(c) The contractor agrees that it shall not release, disclose, or use in any way that would permit or result in disclosure to any party outside the Government any information generated or derived during or as a result of performance of this contract. This prohibition shall expire after a period of one year after completion of performance on this contract.

(d) The prohibitions contained in subparagraphs (d)(1) and (d)(2) shall apply with equal force to any affiliate of the Contractor, any subcontractor, consultant, or employee of the Contractor, any joint venture involving the Contractor, any entity into or with which it may merge or affiliate, or any successor or assign of the Contractor. The terms of paragraph (f) of this Special Contract Requirement relating to notification shall apply to any release of information in contravention of this paragraph (d).

(e) The Contractor further agrees that, during the performance of this contract and for a period of one year after completion of performance of this contract, the Contractor, any affiliate of the Contractor, any subcontractor, officers of the company participating in the contract, any joint venture involving the Contractor, any entity into or with which it may subsequently merge or affiliate, or any other successor or assign of the Contractor, shall not furnish to the United States Government, either as a prime contractor or as a subcontractor, or as a consultant to a prime contractor or subcontractor, any system, component or services which is the subject of the work to be performed under this contract. This exclusion does not apply to any re-competition for those systems, components or services furnished pursuant to this contract. As provide in FAR 9.505-2, if the Government procures the system, component, or services on the basis of work statements growing out of the effort performed under this contract, from a source other than the contractor, subcontractor, affiliate, or assign of either, during the course of performance of this contract or before the one year period following completion of this contract has lapsed, the Contractor may, with the authorization of the cognizant Contracting Officer, participate in a subsequent procurement for the same system, component, or service. In other words, the Contractor may be authorized to compete for procurement(s) for systems, components or services subsequent to an intervening procurement.

(f) The Contractor agrees that, if after award, it discovers an actual or potential organizational conflict of interest; it shall make immediate and full disclosure in writing to the Contracting Officer. The notification shall include a description of the actual or potential organizational conflict of interest, a description of the action, which the Contractor has taken or proposes to take to avoid, mitigate, or neutralize the conflict, and any other relevant information that would assist the Contracting Officer in making a determination on this matter. Notwithstanding this notification, the Government may terminate the contract for the convenience of the Government if determined to be in the best interest of the Government.

(g) Notwithstanding paragraph (f) above, if the Contractor was aware, or should have been aware, of an organizational conflict of interest prior to the award of this contract or becomes, or should become, aware of an organizational conflict of interest after award of this contract and does not make an immediate and full disclosure in writing to the Contracting Officer, the Government may terminate this contract for default.

(h) If the Contractor takes any action prohibited by this requirement or fails to take action required by this requirement, the Government may terminate this contract for default.

- (i) The Contracting Officer's decision as to the existence or nonexistence of an actual or potential organizational conflict of interest shall be final and is not subject to the clause of this contract entitled "DISPUTES" (FAR 52.233-1).
- (j) Nothing in this requirement is intended to prohibit or preclude the Contractor from marketing or selling to the United States Government its product lines in existence on the effective date of this contract; nor, shall this requirement preclude the Contractor from participating in research and development or delivering any design development model or prototype of any such equipment. Additionally, sale of catalog or standard commercial items are exempt from this requirement.
- (k) The Contractor shall promptly notify the Contracting Officer, in writing, if it has been tasked to evaluate or advise the Government concerning its own products or activities or those of a competitor in order to ensure proper safeguards exist to guarantee objectivity and to protect the Government's interest.
- (l) The Contractor shall include this requirement in subcontracts of any tier, which involve access to information, or situations/conditions covered by the preceding paragraphs, substituting "subcontractor" for "contractor" where appropriate.
- (m) The rights and remedies described herein shall not be exclusive and are in addition to other rights and remedies provided by law or elsewhere included in this contract.

Compliance with this requirement is a material requirement of this contract.

1.6.18 PHASE IN /PHASE OUT PERIOD:

1.6.18.1 General: Upon both commencement and conclusion of the contract, the Government intends to allow 45 calendar days for phase-in/phase-out periods. During these periods, the contractor shall work to ensure an effective, efficient transition with the incoming contractor (or the Government in the case of no follow-on contract) or the outgoing contractor in order to attain full operational capability (FOC) and prevent any disruption or break in services.

1.6.18.2 Phase-In: The phase-in term shall be in accordance with the PWS and/or FAR Clause 52.237-3, Continuity of Services. This term allows for the establishment of performance in preparation to be fully operational per the PWS. Phase-In shall be Not Separately Priced (NSP) and the cost attributable with phase-in shall be included in the firm-fixed price for performance of this task order. During the phase in period, the Contractor shall become familiar with the contractual requirements in order to commence full performance of services within 45 days of the order start date. During the phase in period, the outgoing Contractor shall be responsible for all requirements of this PWS and shall not unnecessarily defer completion of requirements.

1.6.18.3 Phase-Out: In preparation for possible Phase-Out, the contractor (in the role of the incumbent) shall submit for Contracting Officer approval a Transition Plan that describes the process, details, and schedule for providing an orderly transition during the phase-in (successor)/phase-out (incumbent) term. The objectives of the Transition Plan are: to minimize the impacts on continuity of operations; maintain communication with stakeholders; identify key issues; and overcome barriers to transition. The initial Transition Plan is due at the beginning of the eleventh month of the Base Year with annual updates due at the beginning of the eleventh month of any subsequent Option Year. The contractor shall execute the Transition Plan following the applicable Period of Performance upon direction of the Contracting officer in accordance with FAR Clause 52.237-3, Continuity of Services.

PART 2
DEFINITIONS & ACRONYMS

2. DEFINITIONS AND ACRONYMS:

2.1. DEFINITIONS:

2.1.1. **CONTRACTOR.** A supplier or vendor awarded a contract to provide specific supplies or service to the government. The term used in this contract refers to the prime.

2.1.2. **CONTRACTING OFFICER.** A person with authority to enter into, administer, and or terminate contracts, and make related determinations and findings on behalf of the government. Note: The only individual who can legally bind the government.

2.1.3. **CONTRACTING OFFICER'S REPRESENTATIVE (COR).** An employee of the U.S. Government appointed by the contracting officer to administer the contract. Such appointment shall be in writing and shall state the scope of authority and limitations. This individual has authority to provide technical direction to the Contractor as long as that direction is within the scope of the contract, does not constitute a change, and has no funding implications. This individual does NOT have authority to change the terms and conditions of the contract.

2.1.4. **DEFECTIVE SERVICE.** A service output that does not meet the standard of performance associated with the Performance Work Statement.

2.1.5. **DELIVERABLE.** Anything that can be physically delivered, but may include non-manufactured things such as meeting minutes or reports.

2.1.6. **KEY PERSONNEL.** Contractor personnel that are evaluated in a source selection process and that may be required to be used in the performance of a contract by the Key Personnel listed in the PWS. When key personnel are used as an evaluation factor in best value procurement, an offer can be rejected if it does not have a firm commitment from the persons that are listed in the proposal.

2.1.7. **PHYSICAL SECURITY.** Actions that prevent the loss or damage of Government property.

2.1.8. **QUALITY ASSURANCE.** The government procedures to verify that services being performed by the Contractor are performed according to acceptable standards.

2.1.9. **QUALITY ASSURANCE Surveillance Plan (QASP).** An organized written document specifying the surveillance methodology to be used for surveillance of contractor performance.

2.1.10. **QUALITY CONTROL.** All necessary measures taken by the Contractor to assure that the quality of an end product or service shall meet contract requirements.

2.1.11. **SUBCONTRACTOR.** One that enters into a contract with a prime contractor. The Government does not have privity of contract with the subcontractor.

2.1.12. **WORK DAY.** The number of hours per day the Contractor provides services in accordance with the contract.

2.1.12. **WORK WEEK.** Monday through Friday, unless specified otherwise.

2.2. ACRONYMS:

ACOR	Alternate Contracting Officer's Representative
AFARS	Army Federal Acquisition Regulation Supplement
AR	Army Regulation
BTA	Business Transformation Agency
CAC	Common Access Cards
CBA	Centrally Billed Account
CCE	Contracting Center of Excellence
CADD	Combined Arms Doctrine Directive
CFR	Code of Federal Regulations
CONUS	Continental United States (excludes Alaska and Hawaii)
COR	Contracting Officer Representative
COTR	Contracting Officer's Technical Representative
COTS	Commercial-Off-the-Shelf
DA	Department of the Army
DD250	Department of Defense Form 250 (Receiving Report)
DD254	Department of Defense Contract Security Requirement List
DFARS	Defense Federal Acquisition Regulation Supplement
DMDC	Defense Manpower Data Center
DOD	Department of Defense
DRU	Direct Reporting Unit
DUNS	Data Universal Numbering System
DTS	Defense Travel System
EPMO	Enterprise Program Management Office
ERP	Engineering Enterprise Planning
EIT	Electronic Information Technology
FAR	Federal Acquisition Regulation
FAQs	Frequently Asked Questions
FIAR	Financial Improvement and Audit Readiness
FSC	Federal Supply Code
GFEBs	General Fund Enterprise Business System
GCSS-Army	Global Combat Support System-Army
HQDA	Headquarters, Department of the Army
HIPAA	Health Insurance Portability and Accountability Act of 1996
IT	Information Technology
ITO	Invitational Travel Orders
IDL	Initial Database Load
JTR/JTFR	Joint Travel Regulation/Joint Federal Travel Regulations
KO	Contracting Officer
OCI	Organizational Conflict of Interest
OCNUS	Outside Continental United States (includes Alaska and Hawaii)
ODC	Other Direct Costs
OSS	Over the Shoulder Support
PBC	Provided by Client
PIPO	Phase In/Phase Out
PM	Program Manager
POC	Point of Contact
PRS	Performance Requirements Summary
PWS	Performance Work Statement
QA	Quality Assurance
QAP	Quality Assurance Program
QASP	Quality Assurance Surveillance Plan
QC	Quality Control
QCP	Quality Control Program
RG&A	Requirements Gathering and Analysis

RPA	Reserve Personnel Army
STRATCOM	Strategic Communications
SME	Subject Manager Expert
TE	Technical Exhibit
TO	Task Order
UIC	Unit Identification Code
VPN	Virtual Private Network

PART 3
GOVERNMENT FURNISHED PROPERTY, EQUIPMENT, AND SERVICES

3. GOVERNMENT FURNISHED ITEMS AND SERVICES:

3.1. Services (Non applicable).

3.2 Facilities: The Government will provide the necessary workspace for the contractor staff to provide the support outlined in the PWS to include desk space, telephones, computers, and other items necessary to maintain an office environment.

3.3 Utilities: The Government will provide all utilities in the facility and will be available for the contractor's use in performance of tasks outlined in this PWS. If utilities are furnished, the following is required: The Contractor shall instruct employees in utilities conservation practices. The contractor shall be responsible for operating under conditions that preclude the waste of utilities, which include turning off the water faucets or valves after using the required amount to accomplish cleaning vehicles and equipment.

3.4 Equipment: The Government will provide work space, telephones, facsimiles, network, and sufficient automation resources. In addition, the Government will provide cell phones or pagers for personnel who are required to be on alert status for network outages, deployments, etc. Any use of Government telephones that is not in direct support of this task order or for official Government use are incurred at the expense of the Contractor via credit card, third-party billing, etc. In the event telework and/or remote work is needed/required, the Contracting Officer will work with the contractor's authorized official as it relates to contractor's employees and their ability to telework or remote work. After an agreement between the Contracting Officer and the authorized official, the ability to telework or remote work (on a case-by-case basis) will come from the contractor authorized official.

3.5 Materials: The Government will provide reasonable office supplies in order to complete the task specify in the PWS.

PART 4
CONTRACTOR FURNISHED ITEMS AND SERVICES

4. CONTRACTOR FURNISHED ITEMS AND RESPONSIBILITIES:

4.1 General (Non applicable).

4.2 Secret Facility Clearance: The contractor shall possess and maintain a SECRET facility clearance from the Defense Security Service. The Contractor's employees, performing work in support of this contract shall have been granted a SECRET security clearance from the Defense Industrial Security Clearance Office. The DD 254 is provided as Attachment 3.

4.3. Materials (Non applicable).

4.4. Equipment. (Non applicable).

4.5. Training.

4.5.1 Training of Contractor employees assigned to this task order shall be performed at the Contractor's own expense, with the following exceptions:

- Training to meet special requirements that are peculiar to the environment and/or operations.
- Limited Contractor employee training if the Government changes hardware or software during the performance of this task order, and it is determined to be in the best interest of the Government.
- Training on government-unique equipment, such as protective gear

4.5.2 The Government will not authorize Contractor employees training to attend seminars, symposiums, or other similar conferences at any direct or indirect cost to the Government or its mission to include funding, travel, or man-hours, unless the Contracting Officer or designee certifies and approves that attendance is mandatory for the performance of the task requirements.

4.5.3 In the event that the Government has approved and paid for Contractor employee training, the Government will not reimburse the Contractor for costs associated with re-training replacement individual(s) should the employee(s) no longer be assigned to this task order. Costs that are not authorized include, but are not limited to: labor, travel, and any associated re-training expenses.

4.6 Compliance with Section 508 of the Rehabilitation Act of 1973.

All electronic and information technology (EIT) procured through this task order must comply with Section 508 of the Rehabilitation Act (29 U.S.C. 79Xd), as amended by the Workforce Investment Act of 1998 (P.L. 105-220), August 7, 1998, unless an agency exception to this requirement exists. See <http://www.section508.gov>.

PART 5 SPECIFIC TASKS

5. Specific Tasks:

5.1 Task 1 - Project Management: The contractor shall perform a variety of programmatic tasks that support USARC's mission and audit readiness. Project management consists of overseeing daily operational needs in order to meet all task outlined in the PWS as well as those standards outlined in the Statement of Budgetary Handbook tasks but not limited to. Contractor shall manage and ensure tasks are accomplished by timelines outlined for ARC, ARFIAR, MSET, TSET, DTFT and FST.

Performs a variety of complex analytical tasks in support of United States Army Reserve ensuring compliance with the Audit Readiness Statement of Budgetary Activity Handbook, Financial Improvement Audit Readiness (FIAR) financial. Financial Improvement Plan to ensure AR Command complies with all mandated guidelines for Audit Readiness.

- Develops plans and monitors tasks to meet contractual/project requirements for assigned program(s).
- Performs as the Project Lead over all contractors assigned to the project throughout the Army Reserve Command from Headquarter level down to OFT&S command levels.
- Project Management Lead will manage accountability of contractor personnel and provide a daily status of contractor accountability.
- Establishes and defines program plan requirements and directs or performs in-depth studies to determine optimum program plans conducive for maintaining audit readiness.
- Develops reports and analyzes performance metrics and programmatic documents against plans to ensure that contractual, cost, and schedule objectives are met.
- Ensures ARC (Audit Response Center) teams assigned are performing the assigned job functionalities relative to meeting and maintaining audit readiness
- Performs as the Program Manager over ARC, ARFIAR, Help Desk, MSET, and TSET
- Interacts regularly with customers and other industry representatives to ensure conformance to customer requirements.
- Technical Writing Team - Shall participate in Army Reserve conferences and events designed to increase awareness of audit readiness. Utilize official correspondence to widely disseminate and update relevant information command wide with respect to audit readiness.

5.1.1 Deliverable: Contractor Accountability Report (CAR) - provide a daily status of contractor accountability to the Appointed Contract Officer Representative (COR) delegated for the contract PSOW. The Contractor Accountability Report (CAR) will be submitted to COR not later than 10:00 AM daily. PM is responsible for developing an internal process or tool for Contractors locally and abroad to meet this daily requirement. Government personnel locally and abroad will not be involved in meeting this requirement; Government personnel shall not provide a status to PM on contractors assigned locally or abroad. Accountability of personnel is paramount to supporting the PSOW standards and provides the proper notification to government personnel on status. The CAR will be submitted to the COR for submitting to proper Supervisors for notification. CAR is an inherently contractual task and can't further be delegated. This is a daily task and reporting requirement to the government. The CAR status can and should not engage government personnel to validate accountability.

5.1.2 Deliverable: Weekly SharePoint Dashboard Report Update with listing of applicable reports to include Tie Point status (following Monday 1200)

5.1.3 Deliverable: Monthly Dashboard Report Update (5th of each month 1200)

5.1.4 Deliverable: Monthly Contracting Acquisition Review Board (CARB)/Super CARB (5th of each month 1200)

5.1.5 Deliverable: Weekly and Monthly Individually Billed Account (IBA) and Centrally Billed Account (CBA) Reports from Citibank (11th of each month 1200)

5.1.6 Deliverable: Weekly Activity Report (WAR) (Monday 1200)

5.1.7 Deliverable: Daily Activity Reports (DAR) on problem disbursements with resolution and corrective action plans. These reports will be compiled into weekly report (WAR) and a final analysis report is maintained on the SharePoint web-based tool for real time retrieval. This report will be simultaneously maintained with significant relative difference to reflect a report at the detailed transactional level (Program/Trial Balance/subsidiary) to the General Fund account balances. (1000 each day)

5.1.8 Deliverable: Vendor must provide or develop a SharePoint tool or Commercial/off the Shelf tool to reconcile UMDs, UMCs, and IDOCs within the initial 90 days of contract award period. The automated (web based) solution will provide real time status for all users. Contractor's automated solution (SharePoint Tool or DoD Compatible COTS) should maintain and store all supporting data within the system. All data should be indexed by radio features that allow query selections to report status on transactions at Document number level and/or voucher number level.

5.1.9 Deliverable: Tie Point Reconciliation Tool. A web-based tool (SharePoint) or COTS solution fielded to manage, report, and resolve USARC Tie Points. The tool or solution will facilitate the management and reconciliation of all Tie Point errors in real-time with notification features alerting ARC and OA personnel of actions to be taken and similarly the tool will provide notification of status until error is resolved. (6 month delivery with monthly status report.)

5.1.10 Deliverable: Process reviews will be conducted Monthly NLT the 5th of the month with client Senior Leaders.

5.1.11 Deliverable: Briefings, information papers and presentations delivered to Army Reserve leadership "as requested or required" and tasks shall be documented in a monthly status report.

5.1.12 Deliverable: The contractor shall develop a Change Management Plan, coordinate Army Reserve efforts with the related organizations including the Business Transformation Agency (BTA) Enterprise Program Management Office (EPMO); the change management efforts, and with other related Army Reserve tasks. DOA + 45 days

5.1.13 Deliverable: Deliver post deployment, post assertion, post auditing and planning reports for situational awareness, as applicable, with an expected frequency of once per month.

5.1.14 Deliverable: Contractors shall combine and develop successful audit-readiness methodologies with the Financial Improvement and Audit Readiness (FIAR) guidance and SBR (Statement of Budgetary Resources) Handbooks to maximize the potential of achieving full audit ability. Timeline to be established upon receipt of notice from the client.

5.2 Task 2 - Financial Operations: Contractor shall assist AR Commands in the sustainment of GFEBS platform (training), Audit Readiness Preparation, Policy Development, SharePoint site administration, and sampling and auditing, trend analysis, corrective actions, and varied financial support and consulting to aid in complying to DoD directives in expedited Audit Readiness assertions IAW SBR Handbook. (data to be provided by Client)

The Contractor shall provide capabilities such as applied knowledge of Department of Army processes is necessary, but with specificity with respect to , in-depth knowledge of USARC processes and systems that are paramount to yield the success and approach to facilitating AR to an audit ready compliance with validation and mapping of processes. This cohesive and correlative approach provides the greatest chances to standardize procedures throughout the AR Commands inclusive of all 8 financial modules within GFEBS that provides the desired outcome of reporting successes in samplings within the acceptable ranges of 94-100% within SBR techniques and complies to DoD's FIAR plan. Contractor shall have experience in:

- Funds Management (Budget Execution and Budget Formulation) – includes General Fund management, budget execution, and budget formulation below HQDA level.
- Property, Plant and Equipment – includes real property management and maintenance, materials management, equipment and asset management, and environmental liabilities.
- Spending Chain – includes initiating purchase requisition, checking funds, recording obligations, managing goods and services receipts, and logistics integration and inventory management.
- Cost Management – includes full costing, and payroll and travel interfaces.
- Financials – includes United States Standard General Ledger accounting (USSGL), workflow journal voucher approval process, financial statements, and month end and year-end closing processes. Also includes sub-processes of reimbursable management and accounting.
- Reimbursable – includes reimbursable order processing and debt management.
- GFEBS, GCSS-A, WAWF, Funds Control Module (FCM), LOGSA, and RLAS.
- Develop queries and reconcile transactional data processed within and outside of GFEBS (ERP & BI), GCSS-A and official system interfaces.

The contractor shall:

- Provide root cause analysis on problem disbursements and provide daily reports on actions required and expected fix dates.
- Contractor shall research and provide results of UMD, UMT, and IDOC daily reports capturing all transactions, design, making recommendations, evaluating performance of equipment/material and ensuring implementation is a success.
- Contribute to development and execution of strategic plans and policies.
- Assist in determining requirements and needs as well as investigating and resolving problem disbursements.
- Interface with other agencies and outside personnel to assist in the preparation and execution of plans, process, and improvements to meet DA deadlines.
- Assist in setting priorities and ensure work products for the group conform to standards.
- Perform research, design and determines solutions and prepare recommendations for Government decision making.
- May support business offices within directorates by generating financial reports and database management utilizing GFEBS for analysis.

- Assist customers in the resolution of problems pertaining to various financial management missions performed to include achievement of Joint Review Program/Tri-Annual Review metrics, DA metrics and goals, root cause analysis, and financial data input into overall AFMO performance metrics.
- Analyze higher headquarters missions, operations plans, operations orders, and regulatory guidance to prioritize specified and implied financial management tasks
- Advise and prepare information papers on command regulations, directives, and other information from higher headquarters with regard to impact on Command's mission and operations.
- Recommend and evaluates courses of action required to accomplish stated missions.
- Develop operational and financial briefs and reports as required to meet HQDA requests for information.
- Review process maps and data flows from GFEBS PMO for all interfacing entitlement systems to include what data is being sent. This represents from the time it leaves GFEBS until it comes back to GFEBS.
- Verify data flows through entitlement systems ("what is" vs. "what should be") to determine process failures
- Look at process end-to-end to determine where failures occur and develop procedures to correct
- Identify system, process, and user errors and make appropriate recommendations
- Perform entitlement system assessments (singularly) and leverage findings across entitlement systems as applicable
- As referenced in Deliverable 5.2.8, contractor is required to provide a Web-based tool or solution to report, manage, and resolve USARC Tie Point errors. The tool will provide notification of Tie Point errors in real-time processing allowing timely resolution of errors will eliminate DDRS-W, Statement of Accountability Report (SAR) errors, and mismatched errors between transactional details generating trial balance reporting mismatches thus significantly decreasing DFAS journal vouchers for USARC monthly/yearly balancing to Treasury. Contractor will be required to develop a web-based tool, that reports all USARC Tie Points in real-time. This objective and requirement is met upon the Contractor validating a 50% reduction within the first 90 days of fielding web-based tools and processes which reduction will remain ongoing and downward until only real-time Tie Points remain and daily emphasis is placed on corrective actions and are processed daily upon notification. The DAR and WAR must will be submitted and maintained as a Weekly Dashboard report for real-time retrieval.
- Participate in (every other Wednesday) synchronization calls with the Senior Responsible Official (SRO) for each Army Command, Service Provider, and System Owner required to develop and implement a Corrective Action Plan (CAP).
- Maintain the DA scorecard for USARC CAPs and coordinate with G1, G3, G4, G8, and Internal Review to comply with DA mandated timelines for corrective actions (daily)
- Prepare briefing slides and agenda for the Staff Synchronization Meeting for the Chief of Staff (monthly)
- Attend and record minutes for the Financial Management Update (FMU) on the second Tuesday of every month. Draft minutes due to the COR 48 hours after the meeting. If the due date falls on a Holiday, minutes are due the next business day following.
- Contractor shall ensure all official government system access roles are approved by the COR.
- Run all reports on IBA status and verify against Defense Travel System (DTS) travel status and profiles (Soldiers [TPU and AGR], government civilians, and family members). (monthly)
- Provide DTS reports and verify all Un-submitted Voucher reports and validate traveler profiles and reconciled monthly.
- Identify all DTS travel that requires contractors to obtain and attach all supporting substantiating documents into DTS and adjust DTS claim amount totals. Require Contractors to prepare travel

documents with all substantiating records and adjustments based upon substantiating records/receipts.

- Perform AOPC function and conduct 10% audit of DTS and IBA monthly transactions and identify inappropriate charge and/or delinquencies and provide report to local government point of contact.
- Research, identify, analyze, and provide weekly Status of Funds (SOF) for all Management Decision Packages (MDEPs) and ADAs
- Research, identify, analyze PBG funding balances and reconcile to monthly AFP and Allotment.
- Reconcile Resource Management Tool (RMT) ledgers to legacy system monthly
- Prepare and validate DTS Line of Accounting (LOA) and budget labels against GFEBS.
- Provide DTS Customer Service, identify issues, and provide recommended solutions.
- Provide IBA customer service.
- Provide initial bridging sponsorship and updates on organization SOPs to all incoming contractors during acclimation to customer environment
- Perform random sampling on SBRs data that is reported as recurring Notification, Findings, and Recommendations (NFR) from DA or IPA Assertion Team (monthly)
- Develop and provide accurate Flash Reports in accordance with Office of Chief of Staff Army Reserve (OCAR) and Office of Manage and Budget (OMB) guidance (monthly).
- Track all USARC Budget Messages.
- Advise on Audit Support Handbook changes and updates
- Assist with implementation of SBR Controls and SOPs
- Assist with compliance and completion of AR 11-2 submissions
- Submit SBR Sample Test packets to the USARC HQ
- Providing audit readiness support for SBA, Mil Pay, General Equipment, and Real Property
- Providing quality control reviews of monthly audit readiness samples
- Developing an Audit Readiness Dash Board and preparing trend analysis for Internal Review (IR)
- Prepare IR specific reports and charts on Audit Readiness (monthly)

RPA Specific Operations (TSET)

- Provide solutions to concerns or providing step by step assistance with queries.
- Develop and prepare routine reports to support HQs level oversight and Field level execution, including error resolution
- Prepare business process documents to assist with new user training
- Provide best business practices to manage RPA funds in GFEBS
- Routing unresolved concerns to appropriate level of support and providing follow-up with customer to ensure concerns have been addressed
- Identifying areas of needed improvement and making appropriate recommendations to improve the system.
- Assisting in problem solving for transaction execution process as it specifically relates to RLAS transactions and IDOC errors.
- Detecting reports that are not functioning properly

Defense Travel Forensic Team (DTFT)

- Shall be responsible for completing all random audit requests within USARC and from any organization outside of USARC G8.
- DTFT will provide assessment and rebuttals on assertions.

- Contractor shall perform random audits monthly and provide analysis to the USARC Lead Defense Travel Administrator (LDTA) (monthly)
- Shall research the Defense Travel Management Office (DTMO) Compliance Tool errors and coordinate with the commands to correct the errors. (monthly)
- DTFT will provide a trend analysis of the errors to assist the commands with providing proper training to Approving Officials and travelers (daily)
- DTFT will have extensive knowledge of travel regulations, administration of DTS, and Citibank EAS.
- DTFT will provide and be required to sign Non-Disclosure statements
- Perform as Travel Administrators (LDTA) (daily)

5.3 Task 3 - Financial System Management: Systems Management is the overall responsibility of maintaining the financial systems health of the systems (legacy & current) used within USAR Command and the fielding and implementation of new systems and solutions. Responsible for identifying system issues, generating reports based on findings, and developing complete probable causes information papers and solutions to correct system issues. Financial system experts shall have good communication, problem solving, and analytical skills in order to consult and advise senior leaders on system flaws and return on investment.

The role of a financial systems manager includes planning, designing, developing, and launching efficient financial system. It is also the responsibility of the financial system manager and experts to determine the inefficiencies in the core organizational functions and business processes. This includes collecting and analyzing data to support the business cases, system requirements, and proposed projects.

The contractor shall:

- Develop and deliver a plan for migration of impacted RLAS functions into DJMS while all required system functionality is maintained.
- Define and validate the impacted RLAS and any other legacy systems functional requirements.
- Coordinate with other implementing divisions to collaborate regarding interim and final transition review, issue resolutions and lessons learned.
- Work with OAs, DFAS, ASA FM&C to ensure legacy systems are browned out properly
- Provide a SME(s) that understands order writing processes if mandated by DA that RLAS is subsumed.
- Provide experience with SAP to troubleshoot recurring system problems with GFEBS, GCSS-A, and other SAP related systems.
- Develop and deliver ERP operational testing plans for the Army Reserves which shall include an analysis of testing results with and recommendations for remediation and testing of any databases.
- Conduct appropriate data gathering interviews from process owners relevant to system fielding or ERP processes and perform supporting analysis for relevant Army Reserve data integrity for ERP and finance transformation data format compatibility.
- During any legacy migration activities, the contractor shall prepare the relevant data 'push' from impacted legacy systems to ERP. The goal is to have Army Reserve data seamlessly migrate from the current legacy environment to ERP.
- Perform all data cleansing for migrated legacy systems as may be required in this process.
- Generate management reports that assist with IDOC and UMT management.
- Assist with resolution of same problems.
- Have expertise in SharePoint and will be responsible for populating the dashboard reports and SharePoint management.

- Work with the G6 to resolve any SharePoint system issues.
- Go to the field to train and assist all OFTS commands in SharePoint management and development.
- Perform DTA and NDEA roles in DTS
- Perform RLAS FM Module report access

5.4 Task 4 - Training Management: Shall be responsible for training, developing, and coordinating programs to enhance the knowledge and skills of USARC employees on financial systems and platforms. Contractor shall oversee a staff of subject matter experts and technical experts that are proficient SAP systems, EXCEL, ACCESS, and a host of other financial systems used by Department of the Army.

The contractor shall:

- Work with and within a team to produce training programs, tools, and materials to enhance knowledge of financial system and processes.
- Develop and implement training programs, instructions and classes that are satisfactory to all relevant parties and all levels within USARC Commanders, Senior Executive Service, Directors, Division Chiefs, Soldiers, Civilians, Accountants, Budget Analysts, Financial Analysts, System Analyst and Administrative personnel.
- Providing individual learning plans (shoulder-to shoulder) and training.
- Monitors training needs and progress of trainees through questionnaires and discussions with managers;
- Ensures that statutory training requirements are met
- Solve specific training problems, either on a one-to-one basis or in groups;
- Keeping up to date with developments in training by reading relevant regulations, laws, publications, and relevant courses;
- Having the knowledge of e-learning techniques, and where relevant, being involved in the creation and/or delivery of e-learning packages;
- Research new technologies and methodologies for USARC environment and workplace; develop learning of materials and present the background information to leadership.
- Contractor shall provide training on GFEBS and GCSS-A operations; basic, intermediate and advanced.
- Contractor shall provide GFEBS five day comprehensive cradle to grave training with government provided Program of Instruction (quarterly)
- Contractor shall be available to travel to commands to prepare training on site when requested 5 day lead time).
- Contractor shall conduct monthly UMD, UMC, tie points and IDOC training.
- Contractor shall conduct IBA, CBA, DTS relative training to resolving UMDs monthly.
- Contractor shall investigate, identify, and report UMTs, ULOs, and Un-submitted vouchers monthly.
- Provides training to Government employees on systems operations and functions.
- Enable supported Commands to effectively and efficiently operate GFEBS and GCSS-A.
- Enable supported commands through training and assistance to operate the key feeder systems to GFEBS and GCSS-A, which include but are not limited to DTS, Single Charge Card Solution (SCCS), AXOL, Powertrack, RLAS, FCM, LMP, Purchase Card Online System (PCOL), and any other government system used by the client.
- Provide training and knowledge in Work Breakdown Structure (WBS) and Statistical Orders (STAT IO) on a monthly basis.

Overarching Minimum Acceptable Standard (MAS): In performing that tasks outlined under paragraphs 5.1 through 5.4 the contractor shall be held accountable to meet the standards of the Undersecretary of Defense (Comptroller) Financial Improvement and Audit Readiness (FIAR) Guidance, the Audit Readiness Statement of Budgetary Activity Handbook, and the Commander's Guide for Audit Readiness. If there is a discrepancy between the PWS and the aforementioned references, the aforementioned references will take precedent.

5.5 Task 5 - Contractor Manpower Reporting (CMR):

5.5.1 Deliverable: The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for the Army via a secure data collection site. The contractor is required to completely fill in all required data fields using the following web address: <http://www.ecmra.mil/>, and then click on "Department of the Army CMRA" or the icon of the DoD organization that is receiving or benefitting from the contracted services. Contractors may direct questions to the help desk by clicking on "Send an email" which is located under the Help Resources ribbon on the right side of the login page of the applicable Service/Component's CMR website.

5.5.2 Minimum Acceptable Standard (MAS): Reporting inputs will be for the labor executed during the period of performance during each Government fiscal year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year.

PART 6
APPLICABLE PUBLICATIONS

6. APPLICABLE PUBLICATIONS (CURRENT EDITIONS)

6.1. The Contractor must abide by all applicable regulations, publications, manuals, and local policies and procedures to include:

- Department of Defense (DoD) Financial Management Regulation (FMR)
- Government Accountability Office (GAO) Government Auditing Standards (Yellow Book)
- National Defense Authorization Act of 2010 (NDAA)
- United States Generally Accepted Accounting Principles (USGAAP)
- OMB Circular A-123, Management's Responsibility for Internal Control, Appendix A, Internal Control Over Financial Reporting
- Chief Financial Officer's Act (CFO) of 1990
- Office of the Undersecretary of Defense (Comptroller) Financial Improvement and Audit Readiness (FIAR) Guidance
- Federal Financial Manager's Improvement Act (FFMIA) of 1996
- Federal Accounting Standards Advisory Board (FASAB) Statements of Federal Financial Accounting Standards (SFFAS)
- Treasury Financial Management Manual (TFM)
- Army Funds Management Data Reference Guide

PART 7
ATTACHMENT/TECHNICAL EXHIBIT LISTING

7. Attachment/Technical Exhibit List:

- 7.1. Technical Exhibit 1 – Performance Requirements Summary
- 7.2. Technical Exhibit 2 – Deliverables Schedule
- 7.3. Technical Exhibit 3 – Estimated Workload Data
- 7.4. Attachment 1 – Invoice Requirements
- 7.5. Attachment 2 – Non-Personal Services
- 7.6. Attachment 3 – Department of Defense Contract Security Classification Specification DD 254
- 7.8. Attachment 4 – Applicable Clauses

TECHNICAL EXHIBIT 1

Performance Requirements Summary

The contractor service requirements are summarized into performance objectives that relate directly to mission essential items. The performance threshold briefly describes the minimum acceptable levels of service required for each requirement. These thresholds are critical to mission success.

Performance Objective	Standard	Performance Threshold (This is the maximum error rate. It could possibly be “Zero deviation from standard”)	Method of Surveillance
Section 5.1.1 Contractor Accountability Report (CAR)	The Contractor Accountability Report (CAR) will be submitted to COR not later than 10:00 AM daily.	Delivered 100% on-time, with acceptable deviation of 3 timers per month.	100% Inspection Customer feedback
Section 5.1.2 Weekly SharePoint Dashboard Report	Weekly SharePoint Dashboard Report Update with listing of applicable report.	Due Wednesday, with acceptable deviation of once per month.	100% Inspection Customer feedback
Section 5.1.3 Monthly SharePoint Dashboard Report	The contractor will maintain and update the existing USARC Dashboard, no less than monthly.	Due on the 5 th business day after the close of that month. No deviation is acceptable.	100% Inspection Customer feedback
Section 5.1.4 Contracting Acquisition Review Board (CARB)	Contractor will provide updates for the Monthly Contracting Acquisition Review Board (CARB)/Super CARB	Due on the 5 th business day after the close of that month. No deviation is acceptable.	100% Inspection Customer feedback
Section 5.1.5 IBA/CBA Reports	Weekly and Monthly Individually Billed Account (IBA) and Centrally Billed Account (CBA) Reports from Citibank (11th of each month 1200)	Weekly report is due on Wednesday. Monthly report is due NLT the 5 th business day after close of each month. No deviation is acceptable.	100% Inspection Customer feedback
Section 5.1.6 Weekly Activity Report (WAR)	Process reviews shall be conducted weekly with client Senior Leaders. Monthly status reports shall include completed and in-process deliverables.	Delivered 100% on-time, with acceptable deviation of 5 timers per year.	100% Inspection Customer feedback
Section 5.1.7 Management Tools	Vendor must provide or develop a SharePoint tool or Commercial off the Shelf tool to reconcile UMDs, UMCs, and IDOCs within the initial 90 days of contract award period automated (web based) solution that provides real time status for all users. Contractor's automated solution (SharePoint Tool or DoD Compatible COTS) should maintain and store all supporting data within the system as indexed by radio features that allows query selections to report status on transactions at Document number level and/or voucher number level.	Updates will be provided once monthly, with only 2 deviations annually. Due NLT on the 5 th business day after the close of that month.	100% Inspection Customer feedback

Section 5.1.8 Management Tools	Vendor must provide or develop a SharePoint tool or Commercial off the Shelf tool to reconcile UMDs, UMCs, and IDOCs within the initial 90 days of contract award period automated (web based) solution that provides real time status for all users. Contractor's automated solution (SharePoint Tool or DoD Compatible COTS) should maintain and store all supporting data within the system as indexed by radio features that allows query selections to report status on transactions at Document number level and/or voucher number level.	Updates will be provided once monthly, with only 2 deviations annually. Due NLT on the 10 th business day after the close of that month.	100% Inspection Customer feedback
Section 5.1.9 Management Tools	Tie Point Reconciliation Tool: web-based tool (SharePoint) or COTS solution to be fielded to manage, report, and resolve USARC Tie Points. The tool or solution will facilitate the management and reconciliation of all Tie Point errors in real-time with notification features alerting ARC and OA personnel of actions to be taken and similarly the tool will provide notification of status until error is resolved. (6 month delivery with monthly status report.)	Updates will be provided once monthly, with only 2 deviations annually. Due NLT on the 10 th business day after the close of that month.	100% Inspection Customer feedback
Section 5.1.10 Monthly Process Review	Process reviews will be conducted Monthly NLT the 5th of the month with client Senior Leaders.	Delivered 100% on time, with an acceptable deviation of 3 times annually.	100% Inspection Customer feedback
Section 5.1.11 Technical Liaison:	Briefings, information papers and presentations delivered to Army Reserve leadership "as requested or required" and tasks shall be documented in a monthly status report.	Delivered 100% on time, with 3 deviations acceptable, but in conjunction with prior approval of missed due dates.	100% Inspection Customer feedback
Section 5.1.12 Change Management	The contractor shall develop a Change Management Plan, coordinate Army Reserve efforts with the related organizations including the Business Transformation Agency (BTA) Enterprise Program Management Office (EPMO); the change management efforts, and with other related Army Reserve tasks. DOA + 45 days	Delivered 100% on time, with An annual update.	100% Inspection Customer feedback
Section 5.1.13 Reporting	Deliver post deployment, post assertion, post auditing and planning reports for situational awareness, as applicable, Upon Client request.	Delivered 100% on time, no deviation is Acceptable.	100% Inspection Customer feedback

Section 5.1.14 Financial Improvement and Audit Readiness	Contractors shall combine and develop successful audit-readiness methodologies with the Financial Improvement and Audit Readiness (FIAR) guidance and SBR (Statement of Budgetary Resources) Handbooks to maximize the potential of achieving full audit ability. Timeline to be established upon receipt of notice from the client.	Delivered 100% on-time, no deviation is Acceptable.	100% Inspection Customer feedback
Section 5.5.1 Contractor Manpower Reporting	The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for the Army via a secure data collection site. The contractor is required to completely fill in all required data fields using the following web address: http://www.ecmra.mil/ , and then click on "Department of the Army CMRA" or the icon of the DoD organization that is receiving or benefitting from the contracted services. Contractors may direct questions to the help desk by clicking on "Send an email" which is located under the Help Resources ribbon on the right side of the login page of the applicable Service/Component's CMR website..	Delivered 100% on-time, no deviation is acceptable.	100% Inspection Customer feedback

TECHNICAL EXHIBIT 2
DELIVERABLES SCHEDULE

<u>Deliverable</u>	<u>Frequency</u>	<u># of Copies</u>	<u>Medium/Format</u>	<u>Submit To</u>
Audit Readiness Sample Testing Trend Analysis	By the 20 th of every month.	1 original and 2 copies, by the 20 th of every month.	A paper (hard copy), briefing slides and/or Excel Spreadsheet	Contracting Officer Representative (COR), Finance and Accounting Chief, Managerial Accounting Team Lead
Un-matched Transactions (UMTs) Report	Weekly, Tuesdays no later than 10:00 am	1 original and 2 copies, weekly	A paper (hard copy), briefing slides and/or Excel Spreadsheet	Contracting Officer Representative (COR), Finance and Accounting Chief, Accounting Operations Team Lead
CBA/IBA Delinquency Report	By the 12 th of every month	1 original and 2 copies, monthly	A paper (hard copy), briefing slides and/or Excel Spreadsheet	USARC Agency Program Coordinator (APC)/HL3, Finance and Accounting Division Chief and Contracting Officer Representative (COR)
Intermediate Documents (IDOCs) Report	Weekly, Tuesdays no later than 10:00 am	1 original and 2 copies, weekly	A paper (hard copy), briefing slides and/or Excel Spreadsheet	Contracting Officer Representative (COR), Finance and Accounting Chief, Accounting Operations Team Lead
DD 577 Report	By the 15 th of every month	1 original and 2 copies, by the 20 th of every month.	A paper (hard copy), briefing slides and/or Excel Spreadsheet	Contracting Officer Representative (COR), Finance and Accounting Chief, Accounting Operations Team Lead
Monthly Status Report	By the 5 th of every month	1 original and 2 copies, monthly	A paper (hard copy), briefing slides and/or Excel Spreadsheet	Contracting Officer Representative (COR), Finance and Accounting Chief
Project In Progress Review (IPR)	Quarterly, by the 15 th of following months: December, March, June,	1 original and 2 copies, weekly	A paper (hard copy), briefing slides and/or Excel Spreadsheet	Contracting Officer Representative (COR), Finance and Accounting

<u>Deliverable</u>	<u>Frequency</u>	<u># of Copies</u>	<u>Medium/Format</u>	<u>Submit To</u>
	September			Chief
G-8 Newsletters	Monthly, published the last Thursday of every month	1 original and 2 copies, monthly	A paper (hard copy), briefing slides and/or Excel Spreadsheet	Contracting Officer Representative (COR), Finance and Accounting Chief

TECHNICAL EXHIBIT 3**WORKLOAD HISTORY/WORKLOAD ESTIMATE (63 FTEs)**

The Government estimates that the base year, four (4) options and possible 6 month extension will involve a level of staffing delineated below. Offerors shall quote only those personnel possessing qualifications and experience requirements which reflect an ability to perform all responsibilities for the specified labor category.

This projection is the Government's estimated workload and jobs titles based on the requirements in this work statement, and is not intended to be binding on either party or to be the only possible solution. It is based on historical and future needs. This is a performance-based acquisition so offers may vary with respect to the labor mix (labor categories/skill levels) and labor hours quoted. However, if the offeror deviates significantly from this projection then the offeror's quote shall include a detailed rationale for the deviation. A significant deviation includes the addition of a labor category other than as listed or the deletion of a listed labor category, and/or a deviation from the number of FTEs for any labor category listed.

Government Projected Team Structure:

- Project Management Lead will perform as SAP & Audit Readiness Expert (SAPARE).
- Army Reserve Financial Improvement Audit Readiness (ARFIAR)
- Technical Writing Team (TWT)
- Mobile Subject Matter Expert Team (MSET)
- Technical System Expert Team (TSET)
- Defense Travel Forensics Team (DTFT)
- Field Site Support (FST)

Location	FTEs	Team	OASIS Labor ID
Fort Bragg, NC	1	SAPARE – USARC HQ	Senior Manager Group 1 (Key Personnel)
Fort Bragg, NC	1	TSET – USARC HQ (RPA Audit Readiness)	Senior Business and Financial Operations Specialist Group 4
Fort Bragg, NC	1	TSET – USARC HQ (RPA Audit Readiness)	SME - Business and Financial Operations Specialist Group 4
Fort Bragg, NC	2	TSET – USARC HQ (RPA Audit Readiness)	Journeyman - Business and Financial Operations Specialist Group 4
Fort Bragg, NC	2	TSET – USARC HQ (OMAR Audit Readiness)	Journeyman - Business and Financial Operations Specialist Group 4
Fort Bragg, NC with duty at Fort Belvoir OCAR	1	TSET – USARC HQ (OMAR Audit Readiness)	Senior Business and Financial Operations Specialist Group 4
Fort Bragg, NC	3	MSET – USARC HQ (GFEBS)	SME - Business and Financial Operations Specialist Group 2
Fort Bragg, NC	1	MSET – USARC HQ (ARPaCs)	SME - Business and Financial Operations Specialist Group 2
Fort Bragg, NC	1	TWT – USARC HQ	Journeyman Public Relations Specialist (27-3031 Public Relations Specialist)
Fort Bragg, NC	1	TWT – USARC	Journeyman - Database Administrator (SOC 15-1141)

		HQ	Ancillary
Fort Bragg, NC	3	DTFT – USARC HQ	Journeyman - Business and Financial Operations Specialist Group 2
Fort Bragg, NC	1	ARFIAR – USARC HQ (FIAR Compliance)	Senior Business and Financial Operations Specialist Group 4
Fort Bragg, NC	2	ARFIAR – USARC HQ (FIAR Compliance)	Journeyman - Business and Financial Operations Specialist Group 4
Fort Bragg, NC	2	ARFIAR – USARC HQ (Internal Review Audit)	Journeyman - Business and Financial Operations Specialist Group 2
Fort Bragg, NC	1	ARFIAR – USARC HQ (Existence, Completion & General Equip G4)	Journeyman - Business and Financial Operations Specialist Group 2
Fort Bragg, NC	1	ARFIAR – USARC HQ (Plant, Property & Equip	Journeyman - Business and Financial Operations Specialist Group 2
Fort Bragg, NC	1	FST - USACAPOC	Journeyman - Business and Financial Operations Specialist Group 2
Charlotte, NC	1	FST - 108 Tng Cmd	Journeyman - Business and Financial Operations Specialist Group 2
Fort Gillem, GA	1	FST - 3 MCDS	Journeyman - Business and Financial Operations Specialist Group 2
East Point, GA	1	FST - 335 SC(T)	Journeyman - Business and Financial Operations Specialist Group 2
Fort Jackson, SC	1	FST - 81 RSC	Journeyman - Business and Financial Operations Specialist Group 2
Fort Buchanan, PR	2	FST - 1 MSC	Journeyman - Business and Financial Operations Specialist Group 2
Orlando, FL	1	FST - 143 ESC	Journeyman - Business and Financial Operations Specialist Group 2
Pinellas Park, FL	1	FST - AR MEDCOM	Journeyman - Business and Financial Operations Specialist Group 2
Vicksburg, MS	1	FST - 412 TEC	Journeyman - Business and Financial Operations Specialist Group 2
New Orleans, LA	1	FST - 377 TSC	Senior - Business and Financial Operations Specialist Group 2 (Regional Lead – Key Personnel)
Houston, TX	2	FST - 75 MCTD	Journeyman - Business and Financial Operations Specialist Group 2
Los Alamitos, CA	4	FST - 79 SSC	Senior - Business and Financial Operations Specialist Group 2 (Regional Lead – Key Personnel) Journeyman - Business and Financial Operations Specialist Group 2 (3 each)
Mountain View, CA	1	FST - 63 RSC	Journeyman - Business and Financial Operations Specialist Group 2

Fort Douglas, UT	2	FST - 807 MDSC	Journeyman - Business and Financial Operations Specialist Group 2
Salt Lake City, UT	2	FST - 76th ORC	Journeyman - Business and Financial Operations Specialist Group 2
Fort McCoy, WI	1	FST - 88th RSC	Senior - Business and Financial Operations Specialist Group 2 (Regional Lead – Key Personnel)
Arlington Heights, IL	1	FST - 85 SUP CMD	Journeyman - Business and Financial Operations Specialist Group 2
Darien, IL	1	FST - 416 TEC	Journeyman - Business and Financial Operations Specialist Group 2
Fort Knox, KY	2	FST - 84 Tng Cmd	Journeyman - Business and Financial Operations Specialist Group 2
Fort Knox, KY	1	FST - 11 TAC-ARRTC	Journeyman - Business and Financial Operations Specialist Group 2
Fort Knox, KY	1	FST - ARCD	Journeyman - Business and Financial Operations Specialist Group 2
Fort Dix, NJ	1	FST - 99 RSC	Senior - Business and Financial Operations Specialist Group 2 (Regional Lead – Key Personnel)
Gaithersburg, MD	1	FST - USAR Legal Cmd	Journeyman - Business and Financial Operations Specialist Group 2
Ft Meade, MD	2	FST - 200 MP Cmd	Journeyman - Business and Financial Operations Specialist Group 2
Fort Belvoir, VA	2	FST - MIRC	Journeyman - Business and Financial Operations Specialist Group 2
Richmond, VA	2	FST - 80 Tng Cmd	Journeyman - Business and Financial Operations Specialist Group 2
Indianapolis, IN	2	FST - DFAS	Journeyman - Business and Financial Operations Specialist Group 2

ATTACHMENT 1

INVOICE REQUIREMENTS

1. Electronic Submission of Invoices

Contractors shall electronically submit invoices and supporting documentation through the GSA web-based procurement system ITSS/ASSIST, Central Invoice Service (CIS). The contractor shall submit invoices electronically by logging into the ITSS/ASSIST portal (<https://portal.fas.gsa.gov>), navigating to the appropriate order, and creating the invoice for that order. This is the only acceptable means for invoice submissions. Detailed invoice submission instruction can be found at the following link. [Invoice Submission Instructions](#)

No paper invoices shall be accepted. For additional assistance and for problem and or error resolution contact the ASSIST Helpdesk at 877-472-4877.

2. Invoice Content/Information

The invoice attached in CIS shall be submitted on official letterhead and shall include the following information at a minimum.

- Invoice Number
- ITSS Order ID/Solicitation Number
- Contract Number
- Order Number
- ACT/Requisition Number (Axxxxxxx)
- POC and contact information
- Period of Performance for Billing Period
- Remittance Address
- Prompt Payment Discount (if offered)
- Total Invoice Amount
- Charges, identified by deliverable or line item(s), with a narrative description of the service performed. Deliverables, reimbursable costs, and other charges (e.g., G&A)
- Travel Itemized by Individual and Trip (if applicable)

The invoice shall be structured per the awarded pricing schedule. The contractor shall invoice for work performed the prior month no later than 10 business day of the next month in accordance with the approved fixed price billing schedule.

3. Travel Invoicing

Travel shall be approved per the terms and conditions of the task order via an Action Memo in ITSS. Signed/approved Consent to Purchase (CTP) forms shall be submitted with the invoice, and all receipts for airfare, rental car, lodging, and all receipts directly being charged for over \$75.00 shall be submitted as support/back up documentation with the invoice submittal. **NO PAYMENT WILL BE MADE WITHOUT DOCUMENTATION and RECEIPTS. NO PAYMENT WILL BE MADE** for travel that is non-conforming to the JTR.

4. Revised Invoices

If the contractor submits a revised invoice, the revised invoice must include: 1) a unique invoice number (The unique number could just be adding a R or an A to the original invoice number) , 2) a brief

explanation, and 3) a cross-reference to any previous invoice submittals for tracking purposes and avoiding duplication.

5. Final Invoice/Order Closeout Procedures

Invoices for final payment must be so identified and submitted when the Task Order has been completed and no further charges are to be billed. The contractor shall submit a final invoice within sixty (60) calendar days after the end of the Performance Period. All invoices shall be received within this period. The contracting officer shall not extend the period of performance, or the invoice submittal period to wait on subcontractors to bill the prime contractor. All rates are negotiated at the time of award, and the contractor shall control and account for all time by their own personnel and their subcontractor or CTA personnel to allow for timely billing in accordance with the terms expressed in this section. The Government reserves the right to require a release of claims at the end of the performance period, after all payments have been completed. **NOTE: No rates agreed to under the terms of this order are subject to DCAA or other "final" audited rates.

6. Unilateral Closeout Modifications:

FAR clause 52.212-4(c) is hereby amended as follows: The Government reserves the right to issue unilateral close out modifications to close out commercial contractual agreements, after the contractor has acknowledged the order is closed and that no further liability exists on behalf of the parties. The Government also reserves the right under the unilateral close out modification to de-obligate money after full payment has been made to the contractor for their services/materials under this order.

ATTACHMENT 2**NON-PERSONAL SERVICES**

GSA will not issue orders to provide services prohibited by Subpart 37.1 of the Federal Acquisition Regulations (FAR). Administration and monitoring of the contractor's performance by CO or the Client Representative shall not be as detailed or continual as to constitute supervision of contractor personnel. Government personnel may not perform any supervisory functions for contractor personnel, such as interviewing, appraising individual performance, scheduling leave or work, or directing how to perform work.

GSA meets the needs of its clients for support through non-personal services contracts/task orders. To counter the circumstances that infer personal services and to preserve the non-personal nature of the contract/task order, the contractor shall adhere to the following guidelines in the performance of the task.

1.	Provide for direct supervision of all contract employees assigned to the task.
2.	Refrain from discussing the issues such as skill levels and hours, salaries, cost and funding data, or administrative and personnel matters affecting contractor employees with the client.
3.	Ensure close communication/coordination with the MICC Project Manager or Contract Administration Specialist, reporting problems to them as they occur (not waiting for a meeting).
4.	Do not permit Government officials to interview potential contractor employees, discuss individual performance, approve leave or work scheduling of contractor employees, terminate contractor employees, assist contractor employees in doing their jobs or obtain assistance from the contractor in doing Government jobs.
5.	Do not assign contractor personnel to work under direct Government supervision.
6.	Maintain a professional distance from Government employees.
7.	Provide contractor employees with badges, if appropriate, identifying them as contractor.
8.	Ensure proper communications with the Government. Technical discussions and Government surveillance are acceptable, but the Government cannot tell the contractor how to do the job.
9.	Assign a task leader to the task order. The task leader or alternate shall be the only one who accepts tasking from the assigned Government point of contact or alternative.
10.	When travel is required for the performance on a task, contractor personnel are only to travel as required by their contract management.

ATTACHMENT 3

Department of Defense Contract Security Classification Specification – DD FORM 254

Refer to draft DD254 in ITSS BOM/SOW
Final DD254 will be incorporated at time of award

ATTACHMENT 4**Task Order Clauses**

All Applicable and Required provisions/clauses set forth in FAR 52.301 automatically flow down to all OASIS task orders, based on their specific contract type (e.g. cost, fixed price, etc.), statement of work, competition requirements, commercial or not commercial, and dollar value as of the date the task order solicitation is issued. Representation and Certification Provisions from the OASIS master contracts automatically flow down to all OASIS task orders.

FAR 52.252-2 Clauses Incorporated by Reference (Feb 1998). This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the CO will make their full text available. Also, the full text of a clause may be accessed electronically these address(s):

FAR website: <http://www.acquisition.gov/far/>
 DFARS/AFFARS website: <http://www.acq.osd.mil/dpap/dars/dfarspgi/current/>
 GSAM website: <https://www.acquisition.gov/?q=browsegsam>

FAR Part 12 commercial clauses/provisions apply to this task order.

25.1 FAR Optional and Agency specific Task Order Clauses.

The following clauses are incorporated by reference:

FAR

52.204-2	Security Requirements (AUG 1996)
52.204-9	Personal Identity Verification of Contractor Personnel (Jan 2011)
52.209-6	Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment (Dec 2010)
52.222-54	Employment Eligibility Verification (E-verify) (Oct 2015)
52.237-3	Continuity of Services (JAN1991)
52.224-1	Privacy Act Notification (Apr 1984)
52.224-2	Privacy Act (Apr 1984)

DFARS

252.203-7000	Requirements Relating to Compensation of Former DOD Officials (Sep 2011)
252.203-7002	Requirement to Inform Employees of Whistleblower Rights (Jan 2009)
252.203-7003	Agency Office of the Inspector General (Dec 2012)
252.203-7005	Representation Relating to Compensation of Former DOD Officials (Nov 2011)
252.204-7000	Disclosure of Information (Dec 1991)
252.204-7003	Control of Government Personnel Work Product (APR 1992)
252.204-7004	Alternate A, Central Contractor Registration (FEB 2013)
252.204-7005	Oral Attestation of Security Responsibilities (Nov 2001)
252.204-7012	Safeguarding Covered Defense Information and Cyber Incident Reporting (Sep 2015)
252.209-7001	Disclosure of Ownership or Control by the Government of a Terrorist Country (JAN 2009)
252.209-7004	Subcontracting with Firms That Are Owned or Controlled by the Government of a Terrorist Country (DEC 2006)
252.223-7004	Drug-Free Work Force (Sep 1988)
252.227-7015	Technical Data--Commercial Items (Feb 2014)
252.227-7020	Rights in Special Works (JUN 1995)
252.227-7025	Limitations on the Use or Disclosure of Government-Furnished Information Marked with Restrictive Legends (May 2013)
252.232-7010	Levies on Contract Payments (DEC 2006)

GSAM

552.219-75 GSA Mentor-Protégé Program (SEP 2009)

The following clauses are incorporated by full text:

FAR 52.217-8, Option to Extend Services (Nov 1999)

The Government may require continued performance of any services within the limits and at the rates specified in the contract. These rates may be adjusted only as a result of revisions to prevailing labor rates provided by the Secretary of Labor. The option provision may be exercised more than once, but the total extension of performance hereunder shall not exceed 6 months. The Contracting Officer may exercise the option by written notice to the Contractor within **30 days**.

52.217-9 -- Option to Extend the Term of the Contract.

(a) The Government may extend the term of this contract by written notice to the Contractor **within 15 days prior to expiration of the order**; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at **30 days** before the contract expires. The preliminary notice does not commit the Government to an extension.

(b) If the Government exercises this option, the extended contract shall be considered to include this option clause.

(c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed 5 (five) years.

252.201-7000 Contracting Officer's Representative

(a) *Definition.* "Contracting officer's representative" means an individual designated in accordance with subsection 201.602-2 of the Defense Federal Acquisition Regulation Supplement and authorized in writing by the contracting officer to perform specific technical or administrative functions.

(b) If the Contracting Officer designates a contracting officer's representative (COR), the Contractor shall receive a copy of the written designation. It shall specify the extent of the COR's authority to act on behalf of the contracting officer. The COR is not authorized to make any commitments or changes that shall affect price, quality, quantity, delivery, or any other term or condition of the contract.

(End of clause)

252.232-7007 Limitation of Government's Obligation.

LIMITATION OF GOVERNMENT'S OBLIGATION (APR 2014)

(a) Contract line item(s) /Contracting Officer insert after negotiations/ is/are incrementally funded. For this/these item(s), the sum of \$ /Contracting Officer insert after negotiations/ are incrementally funded. For these item(s), the sum of \$ __* of the total price is presently available for payment and allotted to this contract. An allotment schedule is set forth in paragraph (j) of this clause.

(b) For item(s) identified in paragraph (a) of this clause, the Contractor agrees to perform up to the point at which the total amount payable by the Government, including reimbursement in the event of termination of those item(s) for the Government's convenience, approximates the total amount currently allotted to the contract. The Contractor is not authorized to continue work on those item(s) beyond that point. The Government will not be obligated in any event to reimburse the Contractor in excess of the amount allotted to the contract for those item(s) regardless of anything to the contrary in the clause entitled "Termination for Convenience of the Government." As used in this clause, the total amount payable by the Government in the event of termination of applicable contract line item(s) for convenience includes costs, profit, and estimated termination settlement costs for those item(s).

(c) Notwithstanding the dates specified in the allotment schedule in paragraph (j) of this clause, the Contractor will notify the Contracting Officer in writing at least ninety days prior to the date when, in the Contractor's best judgment, the work will reach the point at which the total amount payable by the Government, including any cost for termination for convenience, will approximate 85 percent of the total

amount then allotted to the contract for performance of the applicable item(s). The notification will state (1) the estimated date when that point will be reached and (2) an estimate of additional funding, if any, needed to continue performance of applicable line items up to the next scheduled date for allotment of funds identified in paragraph (j) of this clause, or to a mutually agreed upon substitute date. The notification will also advise the Contracting Officer of the estimated amount of additional funds that will be required for the timely performance of the item(s) funded pursuant to this clause, for a subsequent period as may be specified in the allotment schedule in paragraph (j) of this clause or otherwise agreed to by the parties. If after such notification additional funds are not allotted by the date identified in the Contractor's notification, or by an agreed substitute date, the Contracting Officer will terminate any item(s) for which additional funds have not been allotted, pursuant to the clause of this contract entitled "Termination for Convenience of the Government."

(d) When additional funds are allotted for continued performance of the contract line item(s) identified in paragraph (a) of this clause, the parties will agree as to the period of contract performance which will be covered by the funds. The provisions of paragraphs (b) through (d) of this clause will apply in like manner to the additional allotted funds and agreed substitute date, and the contract will be modified accordingly.

(e) If, solely by reason of failure of the Government to allot additional funds, by the dates indicated below, in amounts sufficient for timely performance of the contract line item(s) identified in paragraph (a) of this clause, the Contractor incurs additional costs or is delayed in the performance of the work under this contract and if additional funds are allotted, an equitable adjustment will be made in the price or prices (including appropriate target, billing, and ceiling prices where applicable) of the item(s), or in the time of delivery, or both. Failure to agree to any such equitable adjustment hereunder will be a dispute concerning a question of fact within the meaning of the clause entitled "Disputes."

(f) The Government may at any time prior to termination allot additional funds for the performance of the contract line item(s) identified in paragraph (a) of this clause.

(g) The termination provisions of this clause do not limit the rights of the Government under the clause entitled "Default." The provisions of this clause are limited to the work and allotment of funds for the contract line item(s) set forth in paragraph (a) of this clause. This clause no longer applies once the contract is fully funded except with regard to the rights or obligations of the parties concerning equitable adjustments negotiated under paragraphs (d) and (e) of this clause.

(h) Nothing in this clause affects the right of the Government to terminate this contract pursuant to the clause of this contract entitled "Termination for Convenience of the Government."

(i) Nothing in this clause shall be construed as authorization of voluntary services whose acceptance is otherwise prohibited under 31 U.S.C. 1342.

(j) The parties contemplate that the Government will allot funds to this contract in accordance with the following schedule:

On execution of contract	\$ _____
(month) (day), (year)	\$ _____
(month) (day), (year)	\$ _____
(month) (day), (year)	\$ _____

(End of clause)

DEPARTMENT OF DEFENSE CONTRACT SECURITY CLASSIFICATION SPECIFICATION <i>(The requirements of the DoD Industrial Security Manual apply to all security aspects of this effort.)</i>				1. CLEARANCE AND SAFEGUARDING a. FACILITY CLEARANCE REQUIRED <div style="text-align: center;">Secret</div> b. LEVEL OF SAFEGUARDING REQUIRED <div style="text-align: center;">None</div>																																																																																					
2. THIS SPECIFICATION IS FOR: (X and complete as applicable) a. PRIME CONTRACT NUMBER <div style="border: 1px solid black; height: 20px; width: 100%;"></div> b. SUBCONTRACT NUMBER <div style="border: 1px solid black; height: 20px; width: 100%;"></div> c. SOLICITATION OR OTHER NUMBER <div style="border: 1px solid black; padding: 2px;">ID06170005</div>				3. THIS SPECIFICATION IS: (X and complete as applicable) <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> X a. ORIGINAL (Complete date in all cases) <div style="border: 1px solid black; padding: 2px; text-align: center;">20170220</div> b. REVISED (Supersedes all previous specs) <div style="border: 1px solid black; padding: 2px; text-align: center;">REVISION NO.</div> c. FINAL (Complete Item 5 in all cases) <div style="border: 1px solid black; padding: 2px; text-align: center;">DATE (YYYYMMDD)</div> </div> <div style="width: 45%;"> DATE (YYYYMMDD) <div style="border: 1px solid black; padding: 2px; text-align: center;">20170220</div> DATE (YYYYMMDD) <div style="border: 1px solid black; padding: 2px; text-align: center;">DATE (YYYYMMDD)</div> </div> </div>																																																																																					
4. IS THIS A FOLLOW-ON CONTRACT? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO. If Yes, complete the following: Classified material received or generated under _____ (Preceding Contract Number) is transferred to this follow-on contract.																																																																																									
5. IS THIS A FINAL DD FORM 254? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO. If Yes, complete the following: In response to the contractor's request dated _____, retention of the classified material is authorized for the period of _____.																																																																																									
6. CONTRACTOR (Include Commercial and Government Entity (CAGE) Code) <div style="display: flex; justify-content: space-between;"> <div style="width: 40%;"> a. NAME, ADDRESS, AND ZIP CODE Booz Allen Hamilton Inc. 8283 Greensboro Drive McLean, VA 22102 </div> <div style="width: 15%;"> b. CAGE CODE 17038 </div> <div style="width: 45%;"> c. COGNIZANT SECURITY OFFICE (Name, Address, and Zip Code) Defense Security Service 14428 Albermarle Point Place Suite 140 Chantilly, VA 20151 </div> </div>																																																																																									
7. SUBCONTRACTOR <div style="display: flex; justify-content: space-between;"> <div style="width: 40%;"> a. NAME, ADDRESS, AND ZIP CODE <div style="border: 1px solid black; height: 40px; width: 100%;"></div> </div> <div style="width: 15%;"> b. CAGE CODE <div style="border: 1px solid black; height: 40px; width: 100%;"></div> </div> <div style="width: 45%;"> c. COGNIZANT SECURITY OFFICE (Name, Address, and Zip Code) <div style="border: 1px solid black; height: 40px; width: 100%;"></div> </div> </div>																																																																																									
8. ACTUAL PERFORMANCE <div style="display: flex; justify-content: space-between;"> <div style="width: 40%;"> a. LOCATION United State Army Reserve Command Fort Bragg, NC 28310-9110 and 27 other locations - see Block 13 </div> <div style="width: 15%;"> b. CAGE CODE NA </div> <div style="width: 45%;"> c. COGNIZANT SECURITY OFFICE (Name, Address, and Zip Code) NA </div> </div>																																																																																									
9. GENERAL IDENTIFICATION OF THIS PROCUREMENT Services for the United States Army Reserve Command in support of Audit Readiness and General Fund Enterprise Business System (GFEBS) Sustainment at Fort Bragg, NC and multiple Reserve Funding Centers located throughout the United States and its Territories.																																																																																									
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 35%;">10. CONTRACTOR WILL REQUIRE ACCESS TO:</th> <th style="width: 5%;">YES</th> <th style="width: 5%;">NO</th> <th style="width: 35%;">11. IN PERFORMING THIS CONTRACT, THE CONTRACTOR WILL:</th> <th style="width: 5%;">YES</th> <th style="width: 5%;">NO</th> </tr> <tr> <td>a. COMMUNICATIONS SECURITY (COMSEC) INFORMATION</td> <td></td> <td>X</td> <td>a. HAVE ACCESS TO CLASSIFIED INFORMATION ONLY AT ANOTHER CONTRACTOR'S FACILITY OR A GOVERNMENT ACTIVITY</td> <td>X</td> <td></td> </tr> <tr> <td>b. RESTRICTED DATA</td> <td></td> <td>X</td> <td>b. RECEIVE CLASSIFIED DOCUMENTS ONLY</td> <td></td> <td>X</td> </tr> <tr> <td>c. CRITICAL NUCLEAR WEAPON DESIGN INFORMATION</td> <td></td> <td>X</td> <td>c. RECEIVE AND GENERATE CLASSIFIED MATERIAL</td> <td></td> <td>X</td> </tr> <tr> <td>d. FORMERLY RESTRICTED DATA</td> <td></td> <td>X</td> <td>d. FABRICATE, MODIFY, OR STORE CLASSIFIED HARDWARE</td> <td></td> <td>X</td> </tr> <tr> <td>e. INTELLIGENCE INFORMATION</td> <td></td> <td>X</td> <td>e. PERFORM SERVICES ONLY</td> <td></td> <td>X</td> </tr> <tr> <td>(1) Sensitive Compartmented Information (SCI)</td> <td></td> <td>X</td> <td>f. HAVE ACCESS TO U.S. CLASSIFIED INFORMATION OUTSIDE THE U.S., PUERTO RICO, U.S. POSSESSIONS AND TRUST TERRITORIES</td> <td></td> <td>X</td> </tr> <tr> <td>(2) Non-SCI</td> <td></td> <td>X</td> <td>g. BE AUTHORIZED TO USE THE SERVICES OF DEFENSE TECHNICAL INFORMATION CENTER (DTIC) OR OTHER SECONDARY DISTRIBUTION CENTER</td> <td></td> <td>X</td> </tr> <tr> <td>f. SPECIAL ACCESS INFORMATION</td> <td></td> <td>X</td> <td>h. REQUIRE A COMSEC ACCOUNT</td> <td></td> <td>X</td> </tr> <tr> <td>g. NATO INFORMATION</td> <td></td> <td>X</td> <td>i. HAVE TEMPEST REQUIREMENTS</td> <td></td> <td>X</td> </tr> <tr> <td>h. FOREIGN GOVERNMENT INFORMATION</td> <td></td> <td>X</td> <td>j. HAVE OPERATIONS SECURITY (OPSEC) REQUIREMENTS</td> <td>X</td> <td></td> </tr> <tr> <td>i. LIMITED DISSEMINATION INFORMATION</td> <td></td> <td>X</td> <td>k. BE AUTHORIZED TO USE THE DEFENSE COURIER SERVICE</td> <td></td> <td>X</td> </tr> <tr> <td>j. FOR OFFICIAL USE ONLY INFORMATION</td> <td>X</td> <td></td> <td>l. OTHER (Specify)</td> <td>X</td> <td></td> </tr> <tr> <td>k. OTHER (Specify) NIPRnet access required; FOUO addendum attached</td> <td>X</td> <td></td> <td>Comply with the AR 381-12 (Threat Awareness and Reporting Program) and AR 25.2 (Information Assurance)</td> <td></td> <td></td> </tr> </table>						10. CONTRACTOR WILL REQUIRE ACCESS TO:	YES	NO	11. IN PERFORMING THIS CONTRACT, THE CONTRACTOR WILL:	YES	NO	a. COMMUNICATIONS SECURITY (COMSEC) INFORMATION		X	a. HAVE ACCESS TO CLASSIFIED INFORMATION ONLY AT ANOTHER CONTRACTOR'S FACILITY OR A GOVERNMENT ACTIVITY	X		b. RESTRICTED DATA		X	b. RECEIVE CLASSIFIED DOCUMENTS ONLY		X	c. CRITICAL NUCLEAR WEAPON DESIGN INFORMATION		X	c. RECEIVE AND GENERATE CLASSIFIED MATERIAL		X	d. FORMERLY RESTRICTED DATA		X	d. FABRICATE, MODIFY, OR STORE CLASSIFIED HARDWARE		X	e. INTELLIGENCE INFORMATION		X	e. PERFORM SERVICES ONLY		X	(1) Sensitive Compartmented Information (SCI)		X	f. HAVE ACCESS TO U.S. CLASSIFIED INFORMATION OUTSIDE THE U.S., PUERTO RICO, U.S. POSSESSIONS AND TRUST TERRITORIES		X	(2) Non-SCI		X	g. BE AUTHORIZED TO USE THE SERVICES OF DEFENSE TECHNICAL INFORMATION CENTER (DTIC) OR OTHER SECONDARY DISTRIBUTION CENTER		X	f. SPECIAL ACCESS INFORMATION		X	h. REQUIRE A COMSEC ACCOUNT		X	g. NATO INFORMATION		X	i. HAVE TEMPEST REQUIREMENTS		X	h. FOREIGN GOVERNMENT INFORMATION		X	j. HAVE OPERATIONS SECURITY (OPSEC) REQUIREMENTS	X		i. LIMITED DISSEMINATION INFORMATION		X	k. BE AUTHORIZED TO USE THE DEFENSE COURIER SERVICE		X	j. FOR OFFICIAL USE ONLY INFORMATION	X		l. OTHER (Specify)	X		k. OTHER (Specify) NIPRnet access required; FOUO addendum attached	X		Comply with the AR 381-12 (Threat Awareness and Reporting Program) and AR 25.2 (Information Assurance)		
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12. PUBLIC RELEASE. Any information (classified or unclassified) pertaining to this contract shall not be released for public dissemination except as provided by the Industrial Security Manual or unless it has been approved for public release by appropriate U.S. Government authority. Proposed public releases shall be submitted for approval prior to release.		
<input type="checkbox"/> Direct <input checked="" type="checkbox"/> Through (Specify)		
GSA Federal Acquisition Service, Attn: Region 6 Assisted Acquisition Services 2 Pershing Square, 2300 Main Street Kansas City, MO 64108		
to the Directorate for Freedom of Information and Security Review, Office of the Assistant Secretary of Defense (Public Affairs)* for review. *In the case of non-DoD User Agencies, requests for disclosure shall be submitted to that agency.		
13. SECURITY GUIDANCE. The security classification guidance needed for this classified effort is identified below. If any difficulty is encountered in applying this guidance or if any other contributing factor indicates a need for changes in this guidance, the contractor is authorized and encouraged to provide recommended changes; to challenge the guidance or the classification assigned to any information or material furnished or generated under this contract; and to submit any questions for interpretation of this guidance to the official identified below. Pending final decision, the information involved shall be handled and protected at the highest level of classification assigned or recommended. (Fill in as appropriate for the classified effort. Attach, or forward under separate correspondence, any documents/guides/extracts referenced herein. Add additional pages as needed to provide complete guidance.)		
This contract does not require access to classified information or the creation of classified information. The contractor will require a Secret Facility Clearance and its employees performing under this contract must possess a Secret Clearance in order to be assigned user roles in the General Funds Business Enterprise System (GFEBS) and gain access to Government facilities.		
Attachment #1 Block 13 "Security Guidance" Continuation page Attachment #2 For Official Use Only (FOUO) Information Security Requirements are outlined in the PWS in Paragraphs: 1.6.8 Security Requirements 1.6.8.1 PHYSICAL Security 1.6.8.2 Key Control. 1.6.8.2.1, 1.6.8.2.2		
Security Management Office (SMO): NOTHING FOLLOWS		
14. ADDITIONAL SECURITY REQUIREMENTS. Requirements, in addition to ISM requirements, are established for this contract.		
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
(If Yes, identify the pertinent contractual clauses in the contract document itself, or provide an appropriate statement which identifies the additional requirements. Provide a copy of the requirements to the cognizant security office. Use Item 13 if additional space is needed.)		
See Block 13 Continuation Sheet at Attachment 1. Formal OPSEC SOP and Level 1 OPSEC Awareness training required.		
15. INSPECTIONS. Elements of this contract are outside the inspection responsibility of the cognizant security office.		
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
(If Yes, explain and identify specific areas or elements carved out and the activity responsible for inspections. Use Item 13 if additional space is needed.)		
16. CERTIFICATION AND SIGNATURE. Security requirements stated herein are complete and adequate for safeguarding the classified information to be released or generated under this classified effort. All questions shall be referred to the official named below.		
a. TYPED NAME OF CERTIFYING OFFICIAL Anthony Reese	b. TITLE Security Specialist, HQ USARC	c. TELEPHONE (Include Area Code) 910-570-8852
d. ADDRESS (Include Zip Code) Marshall Building 4710 Knox Street (BLG 8-1808) Fort Bragg, NC 28310-5010	17. REQUIRED DISTRIBUTION	
e. SIGNATURE	<input checked="" type="checkbox"/> a. CONTRACTOR	
	<input type="checkbox"/> b. SUBCONTRACTOR	
	<input checked="" type="checkbox"/> c. COGNIZANT SECURITY OFFICE FOR PRIME AND SUBCONTRACTOR	
	<input type="checkbox"/> d. U.S. ACTIVITY RESPONSIBLE FOR OVERSEAS SECURITY ADMINISTRATION	
	<input checked="" type="checkbox"/> e. ADMINISTRATIVE CONTRACTING OFFICER	
	<input type="checkbox"/> f. OTHERS AS NECESSARY	

ATTACHMENT 1 TO DD FORM 254 – Block 13 Continuation

Contract Number: ID06170005

Ref 2c: Pre-award access to classified information is not required.

Ref 8a & 11a: Contractor performance is restricted to HQA USARC, Fort Bragg, NC, and additional locations identified below. Government agency or activity will provide security classification guidance for performance of this contract. Submit visit request to the COR and/or Security Management Office for need-to-know verification.

Unit Name	Location
HQ US Army Reserve Command	Fort Bragg, NC
Office of the Chief, Army Reserve	Fort Belvoir, VA
US Army Civil Affairs & Psychological Operations Command	Fort Bragg, NC
108th Training Command (IET)	Charlotte, NC
3rd Medical Command (Deployment Support)	Fort Gillem, GA
335th Signal Command (Theater)	East Point, GA
81st Regional Support Command	Fort Jackson, SC
1st Mission Support Command	Fort Buchanan, PR
143rd Sustainment Command	Orlando, FL
Army Reserve Medical Command	Pinellas Park, FL
412 Theater Engineer Command	Vicksburg, MS
377th Theater Sustainment Command	New Orleans, LA
75th Training Command	Houston, TX
79th Sustainment Support Command	Los Alamitos, CA
63rd Regional Support Command	Mountain View, CA
807th Medical Command Deployment Support	Fort Douglas, UT
76th Operation Reserve Command	Salt Lake City, UT
88th Regional Support Command	Fort McCoy, WI
85th Support Command	Arlington Heights, IL
416th Theater Engineer Command	Darien, IL
84th Training Command	Fort Knox, KY
11th Theater Aviation Command & Army Reserve Readiness Training Center	Fort Knox, KY
Army Reserve Careers Division	Fort Knox, KY
99th Regional Support Command	Fort Dix, NJ
US Army Reserve Legal Command	Gaithersburg, MD
200th Military Police Command	Ft Meade, MD
Military Intelligence Readiness Command	Fort Belvoir, VA
80th Training Command (The Army School System)	Richmond, VA
Defense Finance and Accounting Service	Indianapolis, IN

Ref 10j: For Official Use Only (FOUO) Information generated and/or provided under this contract shall be safeguarded and marked as specified in DoD 5200.1-R, Appendix 3 (see Attachment 2).

Ref 10k: Selected personnel on the project require access to the Non-classified Internet Protocol Router Network (NIPRNET) and USARC computer systems as well as access to a US Army facility. Cleared personnel at the SECRET level are required to meet DOD Common Access Card (CAC) and US Army Facility restricted area badge requirements.

Ref 11j:

a) Formal OPSEC program. The contractor shall develop an OPSEC Standing Operating Procedure (SOP)/Plan within 90 calendar days of contract award, to be reviewed and approved by the responsible Government OPSEC officer. This plan will include a process to identify critical information, where it is located, who is responsible for it, how to protect it and why it needs to be protected. The contractor shall implement OPSEC measures as ordered by the commander. In addition, the contractor shall have an identified certified Level II OPSEC coordinator per AR 530-1.

b) OPSEC Training. Per AR 530-1 Operations Security, the contractor employees must complete Level I OPSEC Awareness training. New employees must be trained within 30 calendar days of their reporting for duty and annually thereafter. OPSEC Awareness for Military Members, DoD Employees and Contractors is available at the following website:
<http://cdsetrain.dtic.mil/opsec/index.htm>

Ref 11l: Contractor will comply with the requirements of AR 381-12 (Threat Awareness and Reporting Program) and AR 25.2 (Information Assurance).

Nothing Follows //////////////////////////////////////

ATTACHMENT 2 TO DD FORM 254 - FOUO

Contract Number: ID06170005

PROTECTING "FOR OFFICIAL USE ONLY" (FOUO) INFORMATION

1. GENERAL:

a. The "For Official Use Only" (FOUO) marking is assigned to information at the time of its creation in a DoD User Agency. It is not authorized as a substitute for a security classification marking but is used on official government information that may be withheld from the public under exemptions 2 through 9 of the Freedom of Information Act (FOIA).

b. Use of the above markings does not mean that the information cannot be released to the public under FOIA, only that the Government must review the information prior to its release to determine whether a significant and legitimate government purpose is served by withholding the information or portions thereof.

2. MARKINGS:

a. Each document determined to contain FOUO information shall identify the originating agency or office. This must be clear enough to ensure someone receiving the document can contact the originator if they have questions.

b. An unclassified document containing FOUO information will be marked "For Official Use Only" at the bottom of the outside of the front cover (if any), the title page, the first page, and the outside of the back cover (if any). Each internal page containing FOUO information shall be marked "FOR OFFICIAL USE ONLY" at the bottom.

c. Subjects, titles, and each section, part, paragraph, or similar portion of an FOUO document shall be marked to show that they contain information requiring protection. Use "FOUO or U//FOUO for this purpose.

d. Within a classified document, an individual page that contains both FOUO and classified information will be marked at the top and bottom with the highest security classification of information appearing on the page. If an individual portion contains FOUO information but no classified information, the portion will be marked, "FOUO."

e. Any "For Official Use Only" information released outside DoD User Agency is required to be marked with the following statement prior to transfer. The statement will appear on the front cover, first page, or at the beginning of the text that states that the information may be exempt from mandatory disclosure in accordance with the FOIA. The statement is:
"This document contains information that may be exempt from mandatory disclosure under the Freedom of Information Act."

3. ACCESS:

a. No person may have access to information designated as FOUO unless it's been determined that person has a valid need for access. The individual who has authorized possession,

knowledge, or control of the information has the final responsibility for determining who will have access to the information.

b. FOUO information may be disseminated within DoD and between officials of DoD components and DoD contractors, consultants, and grantees to conduct official business for the DoD. Dissemination must be consistent with further controls imposed by a distribution statement.

c. Under certain circumstances, FOUO information can be disseminated to foreign government representatives, other departments and agencies of the federal government, and state, local or other government officials. Consult DoDM 5200.01-V4, 24 Feb 12, for further guidance.

4. STORAGE: During working hours, "For Official Use Only" information shall be placed in an out-of-sight location if the work area is accessible to persons who do not have a need for the information. During nonworking hours, the information shall be stored to preclude unauthorized access. Filing such material with other unclassified records in unlocked files, desks, or cabinets is adequate when internal building security is provided during nonworking hours. When such internal security control is not exercised, locked buildings or rooms will provide adequate after-hours protection or the material can be stored in locked receptacles such as file cabinets, desks, or bookcases.

5. TRANSMISSION: "For Official Use Only" information may be sent via first-class mail or parcel post. Bulky shipments may be sent by fourth-class mail. Electronic transmission of FOUO information (e.g., data, website or email) shall be approved by approved secure communications systems or systems utilizing other protective measures such as Public Key Infrastructure (PKI or transport layer security (e.g., https). Use of wireless telephones should be avoided when other options are available. Make sure documents that transmit FOUO material call attention to any FOUO attachments. Normally, you may send FOUO records over facsimile equipment. To prevent unauthorized disclosure, consider attaching special cover sheets, the location of sending and receiving machines, and whether authorized personnel are around to receive FOUO information.

6. DISPOSITION: When no longer needed, FOUO information must be shredded, preferably in the same manner as classified information.

7. UNAUTHORIZED DISCLOSURE: Unauthorized disclosure of "For Official Use Only" information does not constitute a security violation but the releasing agency should be informed of any unauthorized disclosure. The unauthorized disclosure of FOUO information protected by the Privacy Act may result in criminal sanctions and disciplinary action may be taken against those responsible.